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THE UNIVERSITY OF ALBERTA

The Dynamics of Plan Implementation in National Sport Organizations

by

Lucie Thibault

A THESIS

SUBMITTED TO THE FACULTY OF GRADUATE STUDIES AND RESEARCH

IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE DEGREE

OF MASTER OF ARTS

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FALL 1987

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Supervisor

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Date ....Sept 1st '87....

Dedication

To LIFE...

If only all the hands that reach could touch.....

(M.A. Loberg)

Abstract

The purpose of this study was to investigate the dynamics of plan implementation in high performance national sport organizations. Hinings and Slack (1987) proposed four concepts; values, interests, power, and interactions, that were believed to be instrumental for the process of planning and change.

Using these four concepts as a basis, a survey questionnaire was distributed to a total of 616 individuals from 35 high performance national sport organizations. The response rate consisted of 80.19% with 494 individuals completing the questionnaire. The information gathered from these questionnaires dealt specifically with:

1. the existence of commitment and consensus among members in regard to their values vis-a-vis various organizational issues that planning brought about.
2. the existence of commitment and consensus among members on the availability of resources necessary for the implementation of the quadrennial plan.
3. the existence of differences and congruency between the current level of power and the level of power members felt were necessary for the process of plan implementation.
4. the existence of commitment and consensus among members in regard to the interactions or mechanisms developed and operationalized to ensure quadrennial plan implementation.

In regard to values, the majority of members in most national sport organizations were in commitment and in consensus concerning rationalization brought on by plan implementation. Furthermore, members expressed various viewpoints in regard to the content of their organizational plan. These results may have been indicating the fact that members were not fully satisfied with the plan's emphasis on the high performance aspect of the sport.

The analysis of the concept of interests revealed that members expressed various viewpoints regarding the availability of resources for plan implementation. It was suggested that members were unhappy with the initial procedure for the allocation of financial resources for the Quadrennial Planning Program.

For the concept of power, the majority of members felt the positions and committees dealing with the technical aspects of the sport held the highest level of power necessary for the process of plan implementation and furthermore, that they should hold this level of power for plan implementation. When volunteer positions were aggregated, as well as paid personnel positions and committees, the majority of members in most national sport organizations expressed congruency; that is, paid personnel currently held and should hold the highest level of power for the process of plan implementation.

For the concept of interactions, members expressed mixed opinions in regard to the mechanisms in place in the organizations and the effects occuring as a result of the Quadrennial Planning Program. When considering relationships in organizations, various responses indicated the potential existence of conflict in the organizations caused by the plan implementation process.

Based on these results, several implications for the organizations and for the implementation process of their plan were presented. In conclusion, recommendations were proposed to further improve the plan implementation process and the Quadrennial Planning Program.

Acknowledgements

Completing my masters' degree was like completing a chapter of my life. After having spent the last two years on various projects leading up to this thesis, it is nice to see it come to an end. During the course of these two years, I have had the opportunity to work with Dr. Trevor Slack. Trevor's continuing support, guidance, and assistance was instrumental in my research and my "academic growth". He was always available to help with any issues that surfaced in the research. Thanks Trevor!

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I would like to acknowledge the assistance of Sport Canada for funding this research project. Hopefully, this study will provide a better understanding of the Quadrennial Planning Program and its implementation process in the national sport organizations. I would also like to thank all the individuals who took the time to respond to the questionnaire.

The endless chore of combing this thesis for various imperfections was undertaken by Carmen Klotz. Her contribution as my editor-in-chief was invaluable. I greatly appreciated the time and effort she invested in my work. Thanks Autohommes!

Although my passion for work was rarely understood by family and friends, their support and cooperation were welcomed. They may never realize this (because I have neglected to tell them), but without them, completing this chapter of my life would be pointless. To all my family and my friends, thank you for making my objectives attainable.

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CHAPTER 1

A. 1.1 INTRODUCTION

Sport organizations in Canada have undergone considerable change over the period of the last fifteen to twenty years. Much of the impetus for this change began with the promulgation of the 1969 Report of the Task Force on Sports for Canadians. Acknowledging the fact that sport in Canada was experiencing difficulties, the authors of the Report suggested that "a mass of evidence, gathered both in this country and abroad, has convinced us that many of the problems facing sport in Canada can only be overcome with the assistance of the federal government" (Rea, 1969:5). The Report drew attention to a number of topics and issues relevant to the future of amateur sport in Canada. Such areas as sport administration, coaching, education, sport facilities, the financing of amateur sport, recognition and awards, research, the Olympic Games, and the creation of Sport Canada were all mentioned. In each of these areas, the Report (1969:80-85) outlined a number of recommendations which would subsequently change the sport situation in our country. Most of these suggestions and recommendations focussed on the assistance and involvement of the federal government.

In the year following the Report of the Task Force on Sports for Canadians, John Munro, the minister of Health and Welfare, published a document entitled A Proposed Sports Policy for Canadians. In this document, Munro expanded on many of the issues and problems that were raised in the Report of the Task Force on Sports for Canadians, and developed government initiatives to tackle these problems. For example, the Report had noted the problems of sport in the education system and it was recommended that bursaries be made available to outstanding athletes to assist with their education. In the Proposed Sports Policy, Munro announced a grants-in-aid program of up to $2000 per year for promising athletes. Similarly, the 1969 Report suggested that "the voluntary nature of the administration of sport in our country posed some inherent problems for its future growth and development" (1969:58). Consequently, in order to alleviate these perceived problems, Munro (1970:32) declared that "grants of up to $ 12,000 from the federal government would be made available to national sport organizations to assist in the hiring of an executive director". Other similar recommendations were put forward and many were eventually implemented.

The recommendations put forth in these two documents, the Report of the Task Force on Sports for Canadians and A Proposed Sports Policy for Canadians, had a profound impact on the administration and the development of sport in Canada. Furthermore, the recommendations from these two reports accentuated the role and the involvement of the Canadian government in the area of amateur sport. Throughout the early 1970s, the federal government's involvement in sport grew even larger and so did their control over amateur sport. In his article entitled "The Canadian State and Sport", Kidd (1980) cited several examples which illustrated this increasing involvement and control. First, the creation and establishment in 1970, of the National Sport and Recreation Center in Ottawa provided national sport organizations with a central location for office space and various administrative services. The funding made available by Sport Canada to help employ professional staff also greatly contributed to the increasing professionalization of national sport organizations. Kidd (1980) noted that this centralized office location and the funding assistance for professional staff increased the government's hold on amateur sport in two ways. Firstly, it took its day to day direction and administration away from volunteers and brought it within the range of the federal government offices. Secondly, it created a new class of professional administrators whose ties, by class position, by educational background, and by occupational experience, were closer to government officials than to the athletes, coaches, and clubs whose interests they nominally represented.

A second factor which Kidd cited as illustrating the accentuated government involvement and control in amateur sport was the creation of grant programs for athletes. These funds were allocated in accordance to criteria established by the government and were often paid directly from the government to the athletes. This obviously lessened the control of the national sport organizations and strengthened that of the government since the athletes came to view it as the agency to which they were responsible. Kidd's third factor was the creation of a winter/summer multi-sport competition; namely the Canada Games. He noted that, as a result of the funding of the games, the government-supported events frequently enjoyed greater visibility than similar events staged by the sport organizations. Finally, Kidd suggested that the creation of state-funded support agencies such as the Coaching Association of Canada and the Canadian Academy of Sport Medicine ensured the federal government of having some control over the types of programs adopted by the national sport organizations.

As can be seen then, throughout the first part of the 1970s, the federal government became more involved in the administration and organization of sport in Canada. This increasing involvement grew more pronounced in 1976 with the creation of a Ministry of State for Fitness and Amateur Sport. The Fitness and Amateur Sport Directorate had already been in existence since 1961 as a result of the Bill C-131 (Fitness and Amateur Sport Act). In 1973, this directorate was upgraded to a branch and subsequently, to a ministry of state in 1976. Iona Campagnolo was appointed as the first minister of Fitness and Amateur Sport which was created "in recognition of the Branch's expanding mandate and the unquestioned leadership it provided in this essential and complex field of amateur sport" (Annual Report, Fitness and Amateur Sport; 1976-77:5). One of Campagnolo's first initiatives in her new post was the issuing of a Green Paper entitled Towards a National Policy on Amateur Sport. After receiving feedback from public colloquies held across the country on the content of this Green Paper, Campagnolo put forward the White Paper, the official policy document, entitled Partners in Pursuit of Excellence: A National Policy on Amateur Sport. The policy document outlined a national plan for sport in Canada. The purpose of the document was to provide a clear statement of the federal government's objectives for the interest of the entire sport community. The document addressed the issue of coordinating all efforts in the domain of sport and also identified the intent of the federal government in regard to these efforts. Similar to Munro's (1970) report, Partners in Pursuit of Excellence: A National Policy on Amateur Sport encouraged the cooperation and partnership of a number of groups; namely the federal and provincial governments, the national and provincial sport governing bodies, and the national and provincial service and multi-sport organizations. Campagnolo's policy delineated the roles and responsibilities recommended by the federal government for each organizational grouping. The main responsibilities for the federal government were seen as being in the area of high performance sport.

Similar to the first half of the 1970s, the second half then, in large part due to the creation of a Ministry of State for Fitness and Amateur Sport, also saw a gradual increase in the involvement of the federal government in Canadian sport. In 1982, this involvement expanded to include the formal requirement for high performance national sport organizations to become involved in planning for the purposes of achieving the international sporting goals which the federal government was seeking. High performance national sport organization refers to those national level organizations governing sports which hold competitions at the Olympic and Commonwealth Games. These non-profit organizations are largely funded by the federal government. The organizations are composed of a group of volunteers who are in charge of their overall administration and operation. These volunteers, in turn, employ individuals to carry out the various tasks involved in the implementation and delivery of programs.

Sport Canada, a directorate of the Ministry of State for Fitness and Amateur Sport, was the initiator of the planning requirement. The first step in this requirement involved the creation of a program entitled Best Ever. "It was designed to assist the winter Olympic sports with the preparation of five year plans leading up to the 1988 Olympic Games in Calgary" (Quadrennial Planning Program, National Sport Organization High Performance Review Guide, 1984:5). As a result of the experience of the Best Ever program, Sport Canada, in 1984, initiated a planning process for all high performance national sport organizations (i.e., major games sports). This process was referred to as the Quadrennial Planning Program. It was developed by Sport Canada to assist national sport organizations in planning from one Olympic year, 1984, to the next, 1988. The overall objective of Sport Canada was to provide and create the best possible performance by Canadian athletes at the 1988 Olympic Games.

This planning program was meant to address the activities of the national sport organizations that lead directly to high performance sport by assisting the organizations in the identification of strengths and weaknesses, the assessment and review of short and long term objectives, and the creation of plans that would contribute to the enhancement of high performance sport. Thirty-five national sport organizations were involved in the Quadrennial Planning Program. Furthermore, most of these organizations were well into the process of implementing their quadrennial plan at the time of this study.

The introduction of plans and the planning process raised a number of issues for national sport organizations. The production of a plan consists of a statement of change on the part of these organizations. Planning refers to "deciding in advance what to do, how to do it, when to do it, and who is to do it" (Koontz, O'Donnell, and Weihrich, 1980:156). As Koontz et al. (1980:156) pointed out, "planning bridges the gap from where we are to where we want to go". The instrument of planning allows an organization to cope with the future, it involves setting an organization's objectives over different time periods and deciding on the methods of achieving them (Owen, Starke, Reinecke, and Schoell, 1981). Slack and Hinings (1987:4) noted that "the production of a plan is a statement of change." As such, it covered both technical and organizational change. Plans were statements of intent dealing with new programs, new roles, and new support services. These were changes which required and lead to alterations in organizational structures and systems.

The study of change and planning in national sport organizations has recently been the focus of a major research project by Hinings and Slack (1987). The purpose of their research was to investigate the process of change occuring in national sport organizations as a result of the introduction of quadrennial planning. More specifically, they were interested in examining the manner in which plans were developed and implemented in national sport organizations and the resultant change in the nature of these organizations. As part of their investigations, Hinings and Slack (1987) developed an initial taxonomy of national sport organizations based on eleven scales which were derived from three structural elements: specialization, standardization, and centralization. This taxonomy allowed the researchers to determine the starting point of the national sport organizations prior to the development and subsequent implementation of their plan. Furthermore, based on the content of the organizations' plans, the authors are also developing a taxonomy which reflects the structural end point the organizations wish to attain. Hinings and Slack (1987) are particularly interested in understanding how national sport organizations moved from what they refer to as one organizational design type to another. Design types are "aspects of structural differentiation and of key systems and processes" (Greenwood and Hinings, 1987:5); the notion of organizational design type was important in order to assess where the organizations were starting from and where they wanted to go. Furthermore, the study of design types was also helpful in determining whether or not differences existed between the initial starting point from which sport organizations were developing their plan. These differences were believed to influence the process of plan implementation in the organizations.

This type of longitudinal research will provide information on how changes are taking place over the course of the four year process; from the design of the plan to its actual implementation within the organizations in question. Furthermore, the research will allow the investigation of holistic change (i.e., structural change, contextual change, and the roles played by organizational actors in the process of change) in sport organizations. Hinings and Slack (1987) emphasized the need not only to investigate structural changes but also to investigate the role of organizational actors in order to determine their functions in enabling or constraining plan implementation and consequently, the process of change within national sport organizations.

This present study was an extension of the work of Slack and Hinings (1987) and Hinings and Slack (1987). The study focussed specifically on one component of the larger research undertaken by Slack and Hinings (1987) and Hinings and Slack (1987). This component consisted of the investigation of the dynamics of plan implementation occuring in national sport organizations. Drawing from the work of Ranson, Hinings, and Greenwood (1980b), Greenwood and Hinings (1987), and Walsh, Hinings, Greenwood, and Ranson (1981), Hinings and Slack (1987) stressed the importance of four concepts to be considered in the dynamics of plan implementation. Firstly, they considered values as being an important part of the implementation phase of the quadrennial plan. Used in this context, values represented a standard of desired ends or preferences of organizational members towards such matters as the planning process, the plan, volunteer involvement, modes of organization, and so on (Hinings and Slack, 1987). The concept of values is believed to be significant because the successful implementation of a plan may require a change in the values held by organizational members. For example, the objectives of the plan may or may not correspond to the values they currently hold; as a result, those individuals whose values are not consistent with planned objectives may feel threatened by the plan implementation process since, if successful, it may necessitate a change in or challenge to the values they hold.

Secondly, Hinings and Slack (1987) suggested the concept of interests as also being part of a change process as in the implementation of the quadrennial plan. Interests referred to the "material resources of time, people, expertise, and money that are important in the implementation of any change to the degree of satisfaction of the individuals in the organizations" (Hinings and Slack, 1987: 14). The concept of interests or resources is also considered important for the dynamics of plan implementation. The introduction of a plan and its subsequent implementation may often, as a consequence, necessitate a reallocation of organizational resources. In addition, the plan may also consist of a reallocation of the organization's resources. For example, it may be stated in the plan that resources are to be distributed differently (i.e., money from the administration sub-unit transfered to the high performance sub-unit). If organizational members can maintain or enhance their interests through the implementation of the plan, they will most likely subscribe to it rather than reject it, as would be the case if the implementation of this new plan implied a decrease in interests for these members.

Thirdly, according to the authors, another concept to take into account was power. It referred to "the actual ability of organizational members to make decisions" (Hinings and Slack, 1987: 14). The concept of power is also important for an understanding of the dynamics of plan implementation. In a manner similar to values and interests, the power structure of an organization may be modified as a result of the introduction of a plan. If changes in the existing power structure are required, some organizational members may be hesitant to accept the plan especially if it means they will lose power. However, if organizational members gain power from the proposed change, then it is likely they will have less difficulty associating with the plan and working towards its implementation. Furthermore, the members holding the positions of power in the organizations have the potential to direct and control change in the values, the resource allocation, interactions and structures. They can facilitate changes that will perpetuate their position of power. They may also hinder changes that could jeopardize the power they hold in the organizations.

Finally, the concept of interactions was considered as an important part in the dynamics of plan implementation. Interactions referred to the "structure of activity and behavior to implement change, for example, the mechanisms and processes used and the existence of conflict in those interactions" (Hinings and Slack, 1987: 14-15). The concept of interactions was also considered important to plan implementation since mechanisms are required in order to monitor this process. Interactions such as written reports, key performance indicators, meetings, and communication systems, allow organizational members to receive feedback on the implementation of the plan. Without this feedback, they may not be aware of how the process is progressing and as a result, it becomes ad hoc rather than systematic in nature. This obviously poses problems to the successful implementation of planned change.

Hinings and Slack (1987) suggested that a research approach considering these four concepts would provide a more theoretically coherent understanding of the changes occuring in amateur sport organizations as they implement their quadrennial plan. By examining the role organizational members played in the implementation phase of the plan, one could better understand the change process in these organizations.

Although several issues could be investigated in the present study of the dynamics of plan implementation, this research will limit itself to a descriptive analysis of the four concepts believed to be key in the process of plan implementation of an organization; values, interests, power, and interactions. In regard to issues involved in the dynamics of plan implementation, it is important to note that the data for this study originated from organizational members occupying decision-making positions within the national sport organizations. Therefore, it is quite possible that a number of socio-demographic factors such as gender, class, educational background, age, organizational role, and so on, would influence the four concepts. The integration of these various socio-demographic factors was beyond the scope of this study. However, this should not be taken to mean they are not important and will not be dealt with in the extension of this study.

B. 1.2 STATEMENT OF THE PROBLEM

The purpose of this study, then, was to develop an understanding of the dynamics of the change which were occuring as a result of the introduction of the Quadrennial Planning Program in national sport organizations. Drawing upon the work of Ranson et al. (1980b), Greenwood and Hinings (1987), Walsh et al. (1981), and Hinings and Slack (1987), the study involved the examination of four concepts that had theoretically been suggested to influence organizational change. These four concepts were referred to as values, interests, power, and interactions. Consequently, the main problem of this thesis was to examine the dynamics of plan implementation as they existed in national sport organizations. To this end, four sub-problem areas were examined.

1. To what extent was there commitment and consensus among organizational members in regard to their values vis-a-vis various organizational issues that planning brought about.
2. To what extent was there commitment and consensus among organizational members on the availability of the resources necessary for the implementation of the quadrennial plan.
3. To what extent were there differences between the level of power and the congruency between what is and what should be the power structure for the process of implementation of the quadrennial plan.
4. To what extent was there commitment and consensus among organizational members in regard to the interactions or mechanisms developed and operationalized to ensure quadrennial plan implementation.

C. 1.3 JUSTIFICATION

Change is an interesting concept to study. Although organizations must face it constantly to varying degrees, the consequences and outcomes will most probably be very different from organization to organization. The one thing that is certain however, is the fact that change will likely involve similar issues. For example, as noted by Kimberly and Quinn (1984: 1), the risk factor is usually high, change involves a number of people, the timing is unpredictable, and there is a potential for unproductive conflict and negative outcomes both at the organizational and personal levels. Because of the high uncertainty organizations must deal with when they face change, it is imperative for individuals within these organizations to become more familiar with the notion of change in order to better comprehend its dynamics and subsequently effect its appropriate management.

Consequently, this research was justified in two other ways. Firstly, a study of this nature provided more information about changes occuring in amateur sport organizations and their dynamics. It helped move beyond previous studies which have merely seen change in terms of increased professionalization and bureaucratization in sport organizations, and through its emphasis on the role of human agents helped further our understanding of the holistic change in these organizations. Furthermore, the study provided an extension to Slack and Hinings' (1987) and Hinings and Slack's (1987) work on structural reorientation of amateur sport organizations by examining the role the organizational members played in the implementation phase of the quadrennial plan. The study was also justified in that it provided an indication of the changing face of amateur sport organizations in Canada.

Secondly, as Greenwood and Hinings (1987) noted, the dynamics of change in organizations have never been fully understood. This research contributed to an expansion on the theory of change in organizations by investigating four concepts that were associated with the process of change. These concepts were postulated in the works of Ranson et al. (1980b), Walsh et al. (1981), and Greenwood and Hinings (1987) and had been discussed in the work of Hinings and Slack (1987) in regard to plan implementation in sport organizations. The concepts, namely values, interests, power, and interactions, had been suggested to influence plan implementation. Consequently, investigating them might provide a better understanding of the inter-relationships existing among them and their link with the process of planned change.

CHAPTER 2

A. 2.1 INTRODUCTION

The process of plan implementation in an organization almost inevitably involves the organization in a course of planned change. To understand the dynamics of this planned change, it is necessary to understand the dynamics of plan implementation. Drawing from the work of Ranson et al. (1980b), Walsh et al. (1981), and Greenwood and Hinings (1987), Hinings and Slack (1987) developed an approach to studying the dynamics of plan implementation in national sport organizations. Their approach involved the utilization of four concepts, namely values, interests, power, and interactions. These concepts have been shown to be important in the process of plan implementation, and consequently, to the limits and possibilities for organizational change.

As mentioned in the previous chapter, this research is part of a larger ongoing study. Based on the work of Hinings and Slack (1987) and Slack and Hinings (1987). This study continues and extends their research into the area of planning and organizational change. More specifically, this study on the dynamics of plan implementation will complement the investigations dealing with Slack and Hinings' (1987) conceptual framework on planning and organizational change as well as Hinings and Slack's (1987) work on the actual implementation of quadrennial plans in national sport organizations. A major component of Hinings and Slack's (1987) research was the development of a taxonomy of sport organizations. This taxonomy allowed the delineation of organizations into several categories based on three conceptual elements: specialization, formalization, and centralization. The taxonomy revealed several groupings of sport organizations ranging from implicitly structured volunteer oriented organizations to organizations displaying a more professional bureaucratic orientation. These groupings established the starting point from which change was planned and to be implemented in the sport organizations (Hinings and Slack, 1987). Once these groupings were devised, an assessment of the end point, which organizations were striving to attain, was carried out. This assessment, of the organizations' starting point and the end point, provided the researchers with a basis to study the process of change occuring in organizations as they proceeded to implement their plan in an attempt to reach their desired outcomes. The purpose of Hinings and Slack's (1987) research was to determine the design types of the sport organizations and to assess whether or not differences existed between them. These design types (i.e., aspects of structural differentiation, key systems, and processes) were believed to influence the implementation process of the quadrennial plan in the sport organizations. The researchers were also interested in determining the changes, if any, that had taken place in the design types of the organizations following the implementation of the plan. In order to study this process of change in the organizations, an investigation of structural changes, contextual changes, and the role that values, interests, power, and interactions play in the process of organizational change resulting from the quadrennial plan was undertaken. The research project will provide the researchers with an overall impression of the impact that plan implementation has had on the national sport organizations. This holistic view of the changes occuring in these type of organizations will therefore, assist in an understanding of the implementation process of the quadrennial plan. This present study will specifically focus on the dynamics of plan implementation; that is, the investigation of the role that values, interests, power, and interactions play in the change process.

The purpose of this chapter is to provide an overview of the organizational literature that relates to the dynamics of plan implementation. Specifically, the chapter will be divided into three sections. In the first section, a brief overview of the relevant literature on organizational change will be presented. Specific attention will be given to the changes that national sport organizations have experienced in recent years and the theoretical rationale for this study. The second section will deal with the issue of plan implementation. More specifically, the four concepts of values, interests, power, and interactions will be explained. In the third section, the inter-relationships of these four concepts in the process of plan implementation will be discussed.

B. 2.2 CHANGE

For the purposes of this section, the conceptual framework developed by Ranson et al. (1980b) was used extensively. Their framework on the structuring of organizational structures was particularly helpful since it introduced the importance of actors in the structuring of organizations. The authors recognized the role that organizational members played in the design and perpetuation of organizations' structures. In addition, Ranson et al.'s (1980b) conceptualization was the focus of this section because it introduced the concepts of values and power. The authors believed that these concepts were crucial to understanding the role of actors in the structuring of organization structures. Hence, values and power were important to consider when studying organizational change in sport organizations. Walsh et al.'s (1981) conceptualization on power and advantage in organizations was also briefly presented in this section. Their framework extended Ranson et al.'s (1980b) concepts of values and power and incorporated the concept of interests.

Following the discussion of Ranson et al's (1980b) and Walsh et al.'s (1981) conceptual frameworks, the studies undertaken by Hinings and Slack (1987) and Slack and Hinings (1987) were presented. Their research was prominent in this section because it elaborated on the three concepts of values, interests, and power and introduced the concept of interactions. Furthermore, the authors related these four concepts to the study of sport organizations as they were going through the implementation process of their quadrennial plan. Therefore, this section will essentially focus on Ranson et al.'s (1980b) and Walsh et al.'s (1981) research, and with the studies dealing with change in sport organizations leading to Slack and Hinings' (1987) and Hinings and Slack's (1987) research on planning and organizational change.

In much recent organizational theory literature, the predominant focus has been on changes taking place in the structure and strategy of organizations (cf. Miles and

Snow, 1978; Miller and Friesen, 1980a; 1980b; Kanter, 1984; Kimberly and Quinn, 1984; Tichy and Ulrich, 1984). While recognizing the importance of structural changes in organizations, Ranson et al. (1980b:3) also suggested that to fully understand the constitutive structuring of organizational structures over time, the investigation of the "social mechanisms that determine the process of structuring and shape the ensuing structural forms" was necessary. Essentially, Ranson et al. (1980b) based their argument on the fact that structures are seen as reflective patterns of interactions within organizations, and they serve to explain the role of actors and groups in the execution of their work, in the formulation of policies, and in the allocation of resources. In an attempt to further explain this inter-relation, a conceptual framework was outlined. The first two sections of this framework are utilized in this study. In the first section, the authors stipulated that organizational members create provinces of meaning which include interpretive schemes (values) that shape the basis of their orientation and strategic purposes within organizations. In the second part, Ranson et al. (1980b) noted that it is suitable to consider organizations as composed of different interpretive schemes. In other words, the interpretive schemes can differ between organizational members; in turn, these differences may determine dependencies of power and domination within an organization. This framework introduced the concepts of values and power as they relate to the structuring of organizational structures. Ranson et al. (1980b) argued that in order to fully understand the structuring of organizational structures, an investigation of the role of human agents in this process is needed. Since the structure of organizations are reflective of the dominant interpretive schemes held by organizational members, it becomes important to consider these individuals in the process of structuring and restructuring organizations.

Ranson et al.'s (1980b) approach to structural change is important in that it recognizes the role of organizational members as an important component in the process of change. Other researchers have paid little attention to this role or have seen change as merely being reflective of changing organizational contingencies. The conceptual categories of provinces of meaning and power dependencies stress the importance of organizational members enabling or constraining structural change. Although the primary focus of this study was not on changes taking place in the structure of national sport organizations, Ranson et al.'s (1980b) work was nevertheless very useful because it recognized and acknowledged the role of members in the change process of organizations and introduced the concepts of values and power.

Walsh et al. (1981) elaborated on these two concepts of values and power and in addition, put forward the concept of interests. Essentially, the authors developed the relationships existing between these three concepts. Even though their primary objective was to examine how power and advantage were distributed in organizations, they felt that the establishment of links between values, interests, and power was useful since it helped further the understanding of the role that actors played in organizations. These inter-relationships will be discussed in the last part of this chapter.

In sport organizations, studies have not specifically addressed the topic of change per se or the role played by the organizational members in this process. Some authors have referred indirectly to various aspects of the changing nature of the structure and systems of these organizations (cf. Beamish, 1978; Frisby, 1982; 1983; Macintosh et al., 1984; Slack, 1983; 1985). This work had essentially suggested that sport organizations were becoming more centralized, professionalized, and bureaucratized.

More recently, in a study of planning and change in national sport organizations, Slack and Hinings (1987) and Hinings and Slack (1987) have developed a framework for the study of the change process through the assessment of the organizational starting point and organizational design type. The authors acknowledged the fact that the increasing bureaucratization and professionalization found in the previous studies were important to consider. However, they expressed the need to move beyond these two elements in order to focus more specifically on the nature of changes in national sport organizations. In their research on organizational change and planning, Hinings and Slack

(1987) developed a taxonomy based on the organizations' starting point. Furthermore, from their analysis of the plans produced by national sport organizations, the authors noted an intended move by these organizations towards the development of a more professional and bureaucratic design. In regard to the point from which sport organizations were to implement their plans, Hinings and Slack (1987) indicated that very few were starting from a design type that was professional and bureaucratic in nature. As a result, a definite "gap" existed between starting organizational design and desired outcome. In addition to this focus on the structural change occuring in the sport organizations as a result of the introduction of plans, the authors emphasized the need to investigate the role organizational members play in the dynamics of plan implementation such as "changing patterns of decision-making, value commitments, interests and interactions" (Hinings and Slack, 1987: 14). These concepts were considered to be important for the study of the dynamics of plan implementation. In the following section, an explanation of each concept will be presented. The explanations will also focus on why the concepts are important to the dynamics of plan implementation.

C. 2.3 ISSUES OF PLAN IMPLEMENTATION

As mentioned in the first chapter, the introduction by Sport Canada of the Best Ever Program and the subsequent Quadrennial Planning Program has forced the Olympic summer and winter sport organizations to undergo both strategic and structural changes. The organizations in question have been required to assess their present activities and programs as well as their strengths and weaknesses; then devise their quadrennial plan in order to bring about changes and consequently, improve athlete performances at the 1988 Olympic Games.

Plans, as suggested by Hinings and Slack (1987), are essentially statements of change. Under normal circumstances, organizations do not plan to remain the same, whether the organization is considering growth, diversification, or downsizing, the plan and planning exercise reflect an organization's new ideas, new activities, new directions, and so on. Therefore, the implementation process of a plan can lead to changes in the nature of the organization's structure, strategy, and context. As organizations carry out the objectives stated in the plan, they must adapt, incorporate, or modify in order to achieve their desired outcomes.

As discussed in the first part of this chapter, the dynamics of plan implementation have been theorized as involving four important concepts namely, values, interests, power, and interactions. Hinings and Slack (1987) and Slack and Hinings (1987) have emphasized in their work, the importance of studying organizational change from an integration of both the structural and human agency perspective. The authors developed a taxonomy of sport organizations in order to do a preliminary assessment of the structural starting point of the organization (i.e., design type). Once this was achieved, the authors would examine how the organizations move from one design type to another design type along what are referred to as organizational tracks. According to Greenwood and Hinings (1987), tracks refer to the movements and inertia occuring between design types of organizations as they are undergoing change. Since most sport organizations are not starting at the same point, the tracks they take, the organizational design type they have prior to the plan implementation, and the one they aspire to after the plan implementation will be different. Thus, by investigating the change process occuring as a result of the plan, an understanding of where the organizations are going in reference to their starting point will be possible.

For the purposes of this study, the concepts of values, interests, power, and interactions were investigated in high performance national sport organizations. Essentially, this research focussed on the levels of commitment and consensus that existed for the concepts of values, interests, and interactions and the level and congruence that existed in regard to the current levels of power and what respondents felt the power structure should be in the organization. In the process of the implementation of a plan, values, interests, power, and interactions may undergo change.

Consequently, the level of commitment and the degree of consensus held by organizational members may alter. For example, organizational members' values may shift as different programs and systems are being implemented. If the members are not pleased about the change, their commitment and consensus vis-a-vis this change may be very low. The same may be possible for the concept of interests, power, and interactions. The levels of commitment and consensus were believed to be indicative of the organizational members' adherence or subscription to the plan as well their agreement with it. In other words, if the level of commitment to the plan was high, the organizational members would be more likely to subscribe to what was stated in the plan than organizational members who had low levels of commitment. Furthermore, a high level of consensus would imply that the organizational members were in agreement with each other in regard to the plan. Therefore, this particular plan was more likely to be implemented if the organizational members were highly committed and displayed a high degree of consensus. These organizational members would identify with the content of the plan and would consent to its implementation in the organization. In addition, by being committed to the plan, the organizational members are likely to promote its implementation among other members in the organization. In doing so, more members become committed and consequently, reach a consensus regarding this plan and its implementation.

On the other hand, organizational members who had a low degree of commitment in addition to a low degree of consensus would not necessarily agree with the plan's content. As a result, the plan would not be easily implemented. It is therefore important to assess the levels of commitment and consensus of organizational members vis-a-vis the four concepts of values, interests, and interactions and to assess the level of consensus for power. In the following sub-sections, each concept will be explained more fully.

2.31 Values

This section will focus on the concept of values, more specifically, the literature on values held by organizational members. Values are considered important for the study of change in organizations since they may potentially affect how organizational members and groups respond to change. In their article entitled "Value Preferences and Tensions in the Organization of the Local Government", Ranson et al. (1980a) stated three major reasons why values are crucial to organizational change. Firstly, values provide a sense of direction by representing statements of desired ends. Secondly, they fulfill a legitimation function because they justify the actions that individuals undertake and the rules and structures implemented to reach goals. Finally, values provide a sense of identity and bring coherence to our understanding of situations. In brief, the authors noted that "by defining and interpreting our cognitive beliefs (what there is) into an organized system, values (what there ought to be) have therefore propensity to shape the social realities that we wish to understand" (Ranson et al. 1980a: 198).

Essentially, for organizational members, values provide a sense of meaning, a purpose and an understanding of what has intrinsic worth to one's self. Values guide actions, behaviors, and judgements. By being central to an individual's personality, values not only determine one's decision but also one's behavior (Rokeach, 1968: 160). Values are important to consider when organizations' members are faced with the implementation of a plan. In their work, Greenwood and Hinings (1987) suggested that values may affect the particular track of an organization in the process of change. More specifically, the authors presented the dynamics of inertia and reorientation in order to understand change. These dynamics are comprised of patterns of commitment to interpretive schemes. These patterns included: widespread commitment to existing interpretive schemes; widespread commitment to an alternative interpretive scheme; competitive commitment to two or more interpretive schemes; and indifferent commitment to prevailing and alternative ideas, meanings, and values (Greenwood and Hinings, 1987:28). According to the authors, these different patterns of commitment may lead to different tracks and consequently to different organization design types. For example, Greenwood and Hinings (1987) suggested that when the "commitment is towards the prevailing ideas and meanings, the pressure is for stability and inertia" (1987:28). On the other hand, widespread commitment to an alternative interpretive scheme could lead to reorientations or transformations. In brief, from the authors' discussion, change in organizations is contingent upon values and members' commitment to them. As Ranson et al. (1980b) suggested, organizational members often have different value systems and these differences may affect the process of structuring. Organizations do not have values per se; rather, they are comprised of members who hold values and often these members form groups or coalitions with others who possess similar values. The idea that different values are held by members and groups in an organization suggests the possibility of competing values and thus the possibility that these may enable or constrain the plan implementation process. As elaborated in Ranson et al.'s (1980b) and Walsh et al.'s (1981:137) work, values can be representative of standards of desired ends or preferences. Values refer to "commitments to key sets of ideas which act as a yardstick or criteria for the operation of an organization". They "act to legitimate some actions and structures" (Walsh et al., 1981:138). As well, they may be thought of as "global beliefs about desirable end-states underlying attitudinal and behavioral processes" (Connor and Becker, 1975:551). Hence, values are fundamental to organizational members. By guiding behavior, providing a sense of identity, and shaping social realities, values are important for any organizational member involved in change, such as the implementation of a plan. If the introduction of the plan necessitates a change in the values held by the organizational members, the implementation of this plan may prove to be a challenging endeavor. For example, in the case of a national sport organization, a change in the national team program may result in a shift in the values of organizational members. If the change consists in the elimination of a component of the national team program, the members involved in this program may be opposed to this change because it does not coincide with their particular value system. As a result, the change will not easily be implemented in the organization.

Ranson et al. (1980b) noted that organizations are often composed of alternative interpretive schemes (values). From the organizational literature on value differences, there has been essentially two major thrusts; the studies of value differences based on vertical differentiation (hierarchy) and the studies of value differences based on horizontal differentiation (sub-units).

In regard to differences based on vertical differentiation, several authors concluded, through their research, that the values held by individuals differed according to the position they occupied in the organizational hierarchy. For example, in a 1956 study, Lieberman demonstrated the effects of hierarchical position on the values (beliefs) of workers regarding unions and management. He noted that workers who were promoted to foremen came to possess values more favorable to the level of management than they possessed prior to their promotion. In addition, Liebermen noted that foremen who were subsequently demoted to their previous positions, altered their values back to their initial state (Sproull, 1981:213). Hodgkinson (1971) arrived at similar conclusions in his study of educational organizations. He noted the existence of differences in the value orientations of organizational members by the level they occupied in the hierarchical structure of the organization. In another study, Abelson (1973) concluded that at lower hierarchical levels, most value systems vary considerably. For example, the values held by employees at the same level of the hierarchy but working in different sections of the organization were similar. However, the values held by managers were different regardless of the section they were managing. On the other hand, Sproull (1981) suggested that positions within an organization and such individual characteristics as aspiration invariably affected the values individuals held about work processes. Similarly, Goodman (1968), in his study of two departments of an insurance organization, noted differences in managers' values concerning organizational features. He suggested that values were affected by the managers' level in the hierarchy and their personal aspirations. Both Sproull (1981) and Goodman (1968) put foward the idea that individual characteristics and organizational position are contributing factors in the formation of different value systems. Sproull (1981) suggested that the personality factors of motivation and aspirations could influence value systems, while Goodman (1968) focussed only on aspirations as the element coming into play in the values of organizational members.

As suggested by Dreeben (1968), hierarchical authority can influence subordinates' values because people have been socialized to believe authorities; authorities apparently have access to information that substantiate what they ask subordinates to believe (Blau and Scott, 1962). In addition, because authorities can recompense and gratify subordinates who manifest appropriate values (Dornbusch and Scott, 1975), subordinates will often support and accept the different values held by their authorities. Hedberg and Jonsson (1978) and Wilenski (1967) offered a similar explanation for variations in values. These authors acknowledged the fact that hierarchical structures in which information is filtered as it moves up in the hierarchy, are likely to delay rapid changes in environmental values held by top decision makers.

Hage and Dewar (1973) observed that the values of elites or individuals in the upper level of the hierarchy are significant in influencing policy-making and implementation and most importantly, are central for the extent or degree to which the organization and its members will respond and adapt to change. Ranson et al. (1980a: 199) noted in their study of the local government in Britain, that as decision-making became more centralized, subordinates slowly began to be excluded from all aspects of policy-making. These individuals eventually rejected the values surrounding this activity because it had now lost meaning to them. Consequently, the subordinates returned to the value frames which were relevant to their actual functions in the organizations.

In regard to differences based on horizontal differentiation, several studies in the organizational literature have also indicated the fact that values differ between members working in different sub-units within the same organization. For example, members in the production department would hold different values than those in the public relations department. In his research, Simon (1969) elaborated on this idea of different values for different departments or sub-units. Since sub-units focus on different activities, he suggested that value systems varied. He also noted that although sub-units utilize similar systems to operate, they have different assignments and tasks to achieve. Invariably, they will possess different values regarding the accomplishment of their duties. On the topic of sub-units, Sproull (1981:205) noted that organizations must consciously develop and maintain overall values to preserve cohesion and unity because sub-units value systems are so strong.

Meyer and Rowan (1977) acknowledged the point that ideologies and values are part of the functional roles, the specialties, and the occupations of members of organizations. This suggests that individuals within sub-units will have similar values that may be different from the values of members of other sub-units simply because of the varying roles, specialties, and occupations from sub-unit to sub-unit. Furthermore, each role, specialty, occupation, or even discipline has its own ideologies and value systems. When members are divided into functional sub-units within the organizations, they are usually assigned on the merit of their similar roles and occupations. Consequently, this results in values being reinforced in sub-units. Since organizations are composed of different sub-units that are usually devised by functions, it is likely that the values held by the members will vary from sub-unit to sub-unit within the organization.

In their book entitled Organization and Environment, Lawrence and Lorsch (1967) suggested that functional sub-units varied when it came to work related values and frames of reference. Beyer (1981:196) postulated from the limited empirical research that members in different organizational specialties and other groupings frequently differed on values and ideologies. Furthermore, in his work entitled "Comparing Beliefs of Line and Technostructure Manager", Nystrom (1986:816) found that "equivalent managers in different parts of the organization held significantly different beliefs about work-related topics". He also suggested that groups interacting infrequently or antagonistically could develop different values.

What the findings from these studies indicate is the existence of value differences within organizations by the hierarchical position occupied by the organizational members as well as by the sub-units these members work in. This idea of different values for different organizational groups and members is important for national sport organizations. Since these sport organizations are composed of different members operating in different sub-units, the likelyhood of these members possessing different value systems, such as in the case of work organizations, is highly probable. For example, the national sport organizations involved in this study include both volunteers and paid personnel who work in different sub-units such as administration, technical, coaching, officiating, domestic development, and so on. Similar to work organizations, the sport organizations usually have different members working in different sub-units. Consequently, the development of particular value systems by members of particular sub-units is quite plausible. Furthermore, differences in values may exist between organizational members as a result of the hierarchical position they occupy and the sub-units they work in. Since national sport organizations are usually comprised of a dual hierarchy (a hierarchy of volunteers and a hierarchy of paid personnel), the lines of authority are not always clear. Furthermore, the higher one is in the hierarchy, the more likely he/she will have been involved in producing the plan and consequently, he/she have access to information which provides the rationale for it. As a result, he/she will be more likely to support the plan in the organization.

The existing differences may affect the implementation process in the organizations in question. If, for example, organizational members differed in their values towards a component of the plan that is about to be implemented, a number of problems could arise. Conflicts may surface as a result of these value differences. In addition, the level of consensus or agreement between organizational members in regard to the particular component of change may be very low. Some members may be against the change and consequently, may resist its implementation. As a result, this may bring on more conflict between organizational members. Hence, in this situation, the process of change may prove to be quite challenging.

In the national sport organizations, values of members were assessed along several areas. These areas included: rationalization of the sport organizations; the plan devised by the organizations; the planning process; the government involvement in sport; corporate sponsorship of sport; professional and volunteer involvement in sport; and finally, the emphasis on high performance vis-a-vis mass participation sport. Based on Sport Canada documents, these areas were selected because they were believed to be affected by the Quadrennial Planning Program. The rationalization of sport organizations included such aspects as the introduction of operating procedures, program guidelines, staff contracts, importance of meetings, formalization, and so on. The plan devised by the organizations dealt with its development, its quality, and the expectations stated in it. The planning process consisted of aspects of the overall Quadrennial Planning Program, its importance, and its utility for the sport organizations. The area of government involvement in sport included the assistance, the nature, and the benefits of Sport Canada intervention in the sport organizations. Corporate sponsorship of sport included aspects such as the help brought about by the money available, the time and effort needed to find sponsors, and the issue of the organization's autonomy once sponsors are found. The professional and volunteer staff involvement looked at issues such as the improvement of operations and the development of programs in the organizations as a result of the increased number of professional staff. The emphasis of high performance vis-a-vis mass sport included the development of elite athletes and the issue of recreation and mass participation in the sport. Values of members in regard to these seven areas were thought to be critical for the acceptance of the plan and subsequently its implementation in the national sport organizations.

2.32 Interests

As stated in the previous chapter, interests refer to the "material resources of time, people, expertise, and money that are important in the implementation of any change to the degree of satisfaction of the individuals in the organizations" (Hinings and Slack, 1987:14). The concept of interests should be considered when an organization undergoes change because change may impact on the interests of an organization. That is to say, a reallocation of resources may be an objective of planning.

Interests are important for the study of plan implementation in national sport organizations. As Walsh et al. (1981) suggested, interests are often taken for granted as legitimate if they are dominant in the organization. In other words, when the resources are allocated by the dominant or key organizational members, they will often be accepted without difficulties. As a result, very few organizational members question the patterns of resource distribution and it becomes engrained in the structure of the organization. Furthermore, when facing change, Walsh et al. (1981) noted that interests may be challenged to the extent that a different distribution of resources may have to be considered. This may consequently result in new patterns of action (Walsh et al., 1981). The change in resource distribution will, in turn, potentially affect values, power, and interactions.

As Hinings and Slack (1987) noted on the topic of interests, it is important for organizational members to be satisfied with the resources (human, financial, time, material, expertise) available for the implementation of any change. Human resources refer to the people involved in the organization such as paid personnel and volunteer members. Financial resources refer to all funds; monies available to organizations. Material resources refer to all physical equipment. Expertise resources consist of specialized means that will be valuable to the organization such as key knowledgeable people. Change such as is the case in plan implementation, will be influenced by the degree to which organizational members and groups are satisfied or dissatisfied with the way their interests are dealt with (Greenwood and Hinings, 1987). Furthermore, Greenwood and Hinings (1987) suggested that not all organizational sub-units have identical resources. Consequently, some sub-units are more privileged than others. The issue of change may result in some of the members of these sub-units striving to protect, maintain, and maybe even increase their resources while the members of the less fortunate sub-units may also attempt to gain more resources. The former sub-units' members will probably be reticent of any changes that may jeopardize their resources. On the other hand, the latter sub-units' members may be very open to the change, especially if they are likely to gain resources from it.

This leads to a discussion on the distribution of organizational resources. The allocation of interests is often tied to organizational members' values and the power structure in place in the organization. Furthermore, resources are rarely distributed objectively. On the contrary, they are usually distributed subjectively. In an organization, the dominant members are in an ideal position to allocate resources according to their preferences. As a result, resources will not necessarily be distributed equally. The organizational members or groups possessing key interests will most likely have power and may hold leadership positions within the organization. In turn, by maintaining the leadership positions and power, the organizational members and groups can ensure their control over key resources. The inter-relationships of values, power, and interests will be further discussed in the third section of this chapter.

For national sport organizations, it is very important to note that resources originate mostly from the federal government. Unlike most organizations, resources for the national sport organizations are, in large part, controlled externally. More specifically, the majority of financial resources of the national sport organizations are made available by Sport Canada, a branch of the Ministry of State for Fitness and Amateur Sport. Furthermore, the Quadrennial Planning Program was tied to resource allocations for the sport organizations involved. In other words, the high performance national sport organizations had to devise a quadrennial plan and proceed to implement it in order to receive funding from Sport Canada. This allocation of financial resources is inevitably crucial to the organizations since they rely so heavily on it in order to carry their various programs and activities. By controlling the financial resources, Sport Canada therefore, has the capability to influence and instill change in these organizations.

In the national sport organizations studied, the unequal allocation of resources is visible. More specifically, programs dealing with high performance sport or national teams usually have greater resources than programs dealing with the domestic development of the sport. This unequal distribution of resources may be explained by the different priorities between sub-units; that is, the high performance, national team sub-units of the organization are given a greater importance by the external funding agency, Sport Canada, than is the domestic development or mass participation sub-unit. More emphasis in the Quadrennial Planning Program is placed on the high performance aspects; therefore, more resources are available for these sub-units. As a result, the high performance sub-unit of the organization enjoys more power than the domestic development sub-unit. In the situation where the high performance sub-unit has consistently, over time, more resources and more power than any other sub-units, this pattern becomes engrained in the organization. The organizational members accept this unequal allocation of resources and power without questionning it. As a result, this unequal situation is often perpetuated.

Differences of resources between the sub-units of a national sport organization can potentially exist. Organizations may differ when it comes to the resources available to them. For example, due to a number of factors such as participation levels, success of the sport in the international arena, visibility in the country, corporate sponsorship, and so on, a sport organization such as the Canadian Amateur Swimming Association is more likely to show a more complex structure and sophisticated administration systems than will the Canadian Archers Federation. As a result, the former organization may enjoy the availability of more resources. This, in turn, may influence the type of plan this organization will develop. Its members may decide to design a plan that will make use of all resources available to them. In other words, their plan may be realistic if the members consider the actual resources they have. However, it may be unrealistic if they base the design of their plan on more resources than what the organization has. The same can apply to the latter organization. Their plan will likely be more feasible if the organization considers their existing resources rather than the resources they would like to possess. The plans these two organizations develop are likely to vary because the resources they have are quite different, this obviously becomes an important factor in the process of implementation.

By assessing the existence of differences between organizations in regard to resources, one may be in a position to speculate which organizations will have difficulty implementing their plan and which organizations will implement their plan with ease. The organizations possessing more resources will be in a better position to be more successful. The resources will provide more opportunities, better facilities, more involvement from various members, a higher degree of expertise, and so on for plan implementation. In turn, these positive outcomes will enhance an organization's chances for successful implementation of the quadrennial plan.

2.33 Power

In the process of organizational change, power is an important concept. The power structure in place in organizations can be affected by the introduction of plans. For example, power consists, essentially, of an organizational member's or group's ability to ensure the inclusion of its objectives in the decisions made in an organization. By being in a position to determine organizational outcomes, members or groups may compete for more power. In the situation of change, this competition to gain or increase the power the member or sub-unit has may be prevalent and will likely produce conflict (Walsh et al., 1981). Furthermore, members who do hold power in the organizations can maintain their position since they can control which changes take place.

Similar to the concept of interests, change can potentially bring about challenges to power as organizational members or groups attempt to maintain their favored position in the organization. Ranson et al. (1980b: 11) put forward the idea that "interorganizational relations (which facilitate a supply of resources) are typically characterized by relations of power". While the authors suggested that organizations are instruments of power which encompass three major relations of inequality, dependence, and compliance, they also noted that the structures in place in organizations are crucial to the perpetuation of power and control by groups. This power will not necessarily be formally distributed in organizations. As Walsh et al. (1981) noted, power is a characteristic of the relationships between organizational members and groups. In addition, it is tied to the distribution of resources between organizational members and/or groups and appears to be intertwined with conflict as certain members and groups determine outcomes within the organization.

In national sport organizations, the power structure in existence tends to be oligarchic in nature. In other words, power is concentrated in the hands of a few, rather than dispersed to a large number of organizational members. This power structure may actually facilitate the implementation process of the quadrennial plan if the members are in one central location. On the other hand, if these members are geographically dispersed, decision-making is likely going to take more time and consequently, the process of plan implementation will be difficult. When a small number of members have power in the organization, the decision is likely to be made promptly and therefore, will be carried out more quickly than if the decision was made by a large number of members. On the other hand, if the power structure is dispersed, it may become difficult for organizational members to reach a decision. When it is dispersed, the members do not always know where the power lies and, as a result, conflict between members may arise. In sport organizations, the volunteer members holding office on the executive committee and/or the board of directors are in the position of decision-making. Since these volunteers are essentially in the positions of policy-making, while the paid personnel are usually responsible for the implementation of the policies, volunteers will often have more power than paid personnel. A small number of volunteer members are responsible for making decisions for the organizations while the paid personnel are usually in charge of carrying out these decisions. One should note, however, that because of some changes that have occured in recent years, the paid personnel are gaining more power. Changes such as office space available in a central location close to Sport Canada, the hiring of more paid staff members, and the establishment of policies and procedures contributed to increased power for paid personnel. Furthermore, organizational members working in the area of high performance or national team programs may enjoy more power than their colleagues in other sub-units, such as the domestic development sub-unit because of the resources available to the former.

2.34 Interactions

Another concept that is considered important to investigate in the dynamics of plan implementation is interactions. Interactions refer to the "structure of activity and behavior to implement change" (Hinings and Slack, 1987:14-15). In the process of plan implementation, interactions become important because mechanisms and processes are often required to handle such aspects as organizational conflict (Hinings and Slack, 1987). More specifically, interactions relate to measures and courses of action developed by the organization for the purposes of assisting and facilitating the advent of change whether it be structural or strategic change. Thus, interactions within sport organizations help members deal with the implementation process of the quadrennial plan. Examples of interactions mechanisms are: assigned responsibility for the plan implementation process; meetings and communication systems taking place to monitor the development of the organization during the plan; written reports, evaluation, performance indicators, and assessment of organizational members' perception regarding the importance of the plan; and the quality of the relationships present in the organization. These mechanisms all have the potential to contribute to a better process of plan implementation within the organizations. An organization possessing interaction mechanisms will likely be successful with its plan implementation because this feedback will provide the members with some indication of how the implementation is progressing. Without interactions, plan implementation can become a difficult task to undertake.

D. 2.4 VALUES, INTERESTS, POWER, INTERACTIONS: DYNAMICS OF PLAN IMPLEMENTATION

The purpose of this section is to discuss the inter-relationships between the four concepts which are involved in the dynamics of plan implementation. As stated before, the inter-relationships between the concepts of values, interests, power, and interactions have been suggested by a number of authors such as Ranson et al. (1980b), Walsh et al. (1981), Greenwood and Hinings (1987), and Hinings and Slack (1987). These authors have elaborated on the specific inter-relationships between some or all of the concepts. The following section will consist of an analysis of the work of these and other authors in regard to the links between the four concepts.

The purpose of this research was to examine the dynamics of plan implementation in high performance national sport organizations, as well as to investigate the levels of commitment and consensus existing among organizational members regarding to the concepts of values, interests, and interactions and the level of consensus about the power structure of the organization. This particular investigation was to focus specifically on differences existing between the organizations studied. As mentioned previously, Hinings and Slack (1987) have already established the existence of differences between national sport organizations based on their structural configuration. Although Hinings and Slack's (1987) taxonomy of sport organizations was based on the structural elements of specialization, formalization, and centralization, their findings are relevant to this study. The authors have empirically demonstrated the existence of structural differences between sport organizations. As suggested by Miller (1987), organizational structures and strategy-making processes are interdependent. More specifically, Miller (1987) suggested the fact that structural variables such as formalization, centralization, and complexity were significantly linked to strategy-making variables such as rationality, interaction, and assertiveness. These strategy-making variables encompassed elements of decision-making, human interactions, and flow of information. From his research of 97 small and medium sized organizations, Miller (1987) suggested that structure influences strategy-making processes. For the purposes of this present study, the implications of this statement are interesting. By developing a taxonomy on sport organizations, Hinings and Slack (1987) were essentially taking into account the fact that these organizations differed in their structures. In turn, by having different structures, the strategy-making elements may differ as a result of influences the structure exercised on them. In other words, one may speculate that differences will exist between the organizations in regard to their members' values, interests, power, and interactions since structure will influence strategy-making processes. For example, different groups of organizations may implement their plan in different ways. In summary, the development of a taxonomy of sport organizations by Hinings and Slack (1987) may be helpful in explaining the differences existing between the organizations when it comes to the four concepts of the dynamics of plan implementation; values, interests, power, and interactions. In the fourth chapter of this thesis, an analysis of the results will help determine whether or not these differences exist in the national sport organizations in regard to the dynamics of plan implementation.

It was important to examine the differences between organizations because it allowed researchers to assess how the quadrennial plan implementation was proceeding. Furthermore, in order to fully assess the dynamics of plan implementation, it was necessary to determine the inter-relationships existing between the four concepts of values, interests, power, and interactions. As part of larger ongoing research, this study will also contribute to a holistic understanding of the issue of planning and organizational change in national sport organizations.

As Ranson et al. (1980b) postulated, organizations can be conceived as being composed of a number of groups divided by alternative value preferences and sectional interests. This idea of different groups adhering to different values and possessing different resources implies the concept of power. Organizations are composed of different organizational members, operating in different sub-units, having different values and resources, and holding different degrees of power. Since these differences will influence plan implementation, it is necessary to assess and further our understanding of these differences within sport organizations. An explanation of the inter-relationships of the four concepts will be presented.

As mentioned earlier, values are central to the dynamics of plan implementation. The values and preferences of individuals involved in the organizations will be an important factor in the determination of the role of the remaining three concepts in the process of change. For example, the values held by organizational members may, in circumstances of organizational change, be instrumental in the management of interests, power, and interactions. More specifically, if the organizational members' values are affected in the situation of change, these values may have to be re-evaluated and re-assessed by the members. In addition to its impact on values, change has also been tied to resource allocation within organizations as well as to power structures. By reallocating resources to different members or sub-units in the organization, the power structure may be affected. For example, if the reallocation of resources allows a sub-unit to gain scarce resources, it would be very plausible to see this particular sub-unit acquire more power than prior to the situation of change. Furthermore, if an organizational member values the power he/she has because of the resources (financial, material, or human) associated with that power, he/she may be very uncooperative to the process of change, in order to maintain the interests and power structure as it was before. As a result, the implementation of the plan may be very difficult. If the organizational member considers certain systems and resources or structures that are in place in the organization important, then he/she may not be very receptive to changes. For example, the issue of change may be associated with a potential reallocation of resources and as a result, conflict may arise as organizational members compete for them. As a result, interactions in the sub-units and the organizations may have to be developed in order to deal with the emerging conflicts and consequently, may assist in the process of change.

Various authors have discussed the relationships between some of the concepts used in this study. In particular, the concepts of values, interests, and power have been dealt with in the organizational literature. For example, in regard to the link between values and interests, Walsh et al. (1981) believed that interests are related to values since "individuals and groups will tend to adopt values which fit with material interests" (1981:138). Interests are seen as being tied to the concept of power. Because of the existence of competing interests within an organization, organizational members or groups may attempt to enhance the allocation of organizational resources by exercising power. This will eventually lead to increased power and the advantage of certain organizational members or sub-units over others in the organization.

On the other hand, Beyer (1981) discussed the relationships between the concept of values and power in her study on values and decision-making in organizations. She indicated the fact that "values are related to behaviors in organizations. Since organizational processes are merely conceptual categories in which similar types of behaviors are lumped, it is reasonable to conclude that ideologies and values are therefore related to organizational processes like decision-making" (1981:175). Furthermore, Beyer (1981) suggested that problem definition, observation, and interpretation of events depend on values and beliefs of organizational members. In other words, the process of decision-making in an organization is strongly based on the value systems held by the organizational members responsible for making the decision in question.

Several studies have specifically investigated the relationships between power and interests. The association of power and control of scarce resources has often been made by a number of authors (Ranson et al., 1980a; 1980b; Walsh et al., 1981; Hickson, Hinings, Lee, Schneck, and Pennings, 1971). By handling and manipulating scarce resources, organizational members or groups in organizations have the capacity to determine outcomes, re-create rules, positions, and budgetary allocations which will ensure the perpetuation of the power. As Hickson, Butler, Cray, Mallory, and Wilson (1986:14) put it, "power feeds on itself, for power can be used to acquire resource which enhance power". Since the issue of change in organizations is often associated with a potential reallocation of resources, individuals or sub-units may be reticent to the change because it may potentially decrease the power they hold in the organization. Hellriegel, Slocum,and Ford (1986:590) presented a major point which can potentially hinder changes in organizations; resistances by organizations. These include threats to power and influence and resource limitations.

As can be seen from this literature, relationships between the concepts of values and interests, values and power, and power and interests have been addressed by various authors. In their article entitled "Organizational Design Types, Tracks and the Dynamics of Strategic Change", Greenwood and Hinings (1987) examined the links between the three concepts of values, interests, and power in relation to organizational change. The authors essentially proposed that "the particular track (change pattern) of an organization will be a function of the degree of alignment or compatibility between structures, contingency constraints and the pattern of commitment to prevailing and alternative interpretive schemes (values) and the incidence of interest dissatisfaction of powerful groups" (Greenwood and Hinings, 1987:32-33). The authors suggested that the process of change will often be constrained or facilitated by the interpretive schemes, values, preferences of organizational members, dependencies of power, and interests. Furthermore, Greenwood and Hinings (1987:27) suggested that power-dependence can potentially act as a "destabilising influence if the dominant coalition perceives its interests to be ill-served by existing structures, or if there is a lack of concentrated power available to advantaged groups". As can be seen when organizations are the product of organizational members' values, the issue of change likely brings various implications for the interests, power, as well as the structure, and processes of the organizations and the organizational members.

So far, the links between the first three concepts and the issue of change has been presented. The focus of this section has mostly been on the inter-relationships between the concepts of values, interests, and power and how the process of change fits in. In addition to these three concepts, Hinings and Slack (1987) presented the idea of interactions as part of the dynamics of change. The authors saw interactions as the organizational mechanisms that may be potentially helpful in ensuring a smooth plan implementation. In the circumstances of change, such as the process of plan implementation, some power and interests struggles may exist, values may be questioned, and eventually conflict may arise. Consequently, in order to alleviate these problems, interactions may have to be developed to facilitate the implementation of the plan. Systems and mechanisms may be needed in the organizations to assist the process of change. For example, key performance indicators, regular reports, and meetings to discuss where the organization is at and where it is going could all assist the organization while it is undergoing change. These mechanisms would allow organizational members to receive feedback on how the implementation process is proceeding. In turn, this feedback could assist in guiding the members through the plan implementation.

The national sport organizations involved in this study were all going through the implementation process of their quadrennial plan. The investigation of the four concepts of values, interests, power, and interactions and their inter-relationships becomes important if one is to understand the dynamics occuring in the organizations as a result of the plan implementation. Sport organizations are composed of a number of organizational members coming from different backgrounds and having different value systems. In turn, these organizational members carry out their work in distinct sub-units of the same organizations. The distribution of interests, the power structure, and the existence of mechanisms of interactions will often depend upon the values of organizational members in the positions of decision-making. For example, the organizational members of a sport organization going through the implementation process of their quadrennial plan may be required to adapt or modify their value systems. The content of the plan may favor particular values and, at the same time, deter other values. Hence, conflict may arise between organizational members as they struggle to enhance their value systems. The members in agreement with the plan will most probably promote it, while the ones against it, will refute it. Furthermore, the members in agreement with the plan will attempt to increase their resources as well as their power while the other members will try to keep and maintain the resources and power they had prior to the change. In other words, if the members feel they will benefit from the implementation of the plan, they will value it to the extent where they will actually facilitate its implementation. On the other hand, if the members do not feel they will gain from the plan, they will likely ignore it and hinder its implementation in the organization. With the focus on values and the impact it has on interests and power, mechanisms of interactions will likely be necessary to ensure a smooth implementation process of the Quadrennial Planning Program.

The inter-relationships of values, interests, power, and interactions are important for the implementation of the quadrennial plan of high performance national sport organizations. Without consideration of these four concepts or their inter-relationships, the implementation of the plan may be in jeopardy. From this chapter, it is clear that differences exist between organizational members and groups in organizations when it comes to the values they have, the interests they possess, the power they hold, and the interactions that need to be developed in order to deal with these differences. As postulated in Miller's (1987) research, these differences may be attributed to influences of organizational structure. Since Hinings and Slack (1987) have already established the existence of structural differences in the high performance national sport organizations, one could speculate that the existence of differences in the values, interests, power, and interactions is related to the structural differences between these organizations. In addition, by examining the level of commitment and the level of consensus of organizational members vis-a-vis the four concepts of the dynamics of plan implementation, one may be able to assess and predict the ability of a sport organization to implement their quadrennial plan. Furthermore, this investigation may lead to a better understanding of the differences existing between organizations.

CHAPTER 3

A. 3.1 INTRODUCTION

In order to investigate the dynamics of plan implementation in national sport organizations, it was imperative to choose an appropriate methodology. This chapter will focus on explaining the methodology used to conduct this research. The chapter will be divided into six sections. The first section will deal with the selection of the research method and the data gathering instrument used in the study. The second section will focus on the design of the instrument used to collect the data for the study. The third section will contain a description of the population of organizations used for this study. The fourth section will outline the selection of the sample of respondents from each organization. The fifth section will deal with the details surrounding data collection and in the last section of this chapter, explanations regarding the treatment and analysis of the data will be provided.

B. 3.2 RESEARCH METHOD AND DATA GATHERING TECHNIQUES

3.21 Research Method

For the purposes of this research on the dynamics of plan implementation in national sport organizations, the survey research method was selected as the most appropriate methodology. This research method refers to a particular type of empirical social research. By using the survey research method, it was possible to gather a large amount of information from a number of individuals involved in the implementation process of their organizational quadrennial plan. The design of this research method consisted of a cross-sectional survey; that is, the data were collected at one point in time from a sample selected to describe a population at that time (Babbie, 1973:62).

According to Babbie (1973:45), survey research is a credible research method for social sciences for a number of reasons. For example, the data collected from a survey will facilitate the logical understanding of the phenomenon studied and it clarifies the deterministic system of cause and effect. In addition, survey research allows the development of generalized propositions about human behavior and allows the examination of the relevance of each variable. The survey research method is also said to be specific since the conceptualizations and measurements must be clearly and carefully laid out prior to the data collection phase. In brief, survey research provides the scientist with a method to collect and quantify data that, in turn, can be analyzed and found to confirm or reject a particular theory of social behavior.

Consequently, the survey research method was selected for this particular study to provide answers about the distribution of and relationships among characteristics of individuals and their circumstances as they implement the quadrennial plan. In turn, this would give a better picture of the dynamics of plan implementation as sport organizations face change.

3.22 Data Gathering Technique

Once the research method was selected, the best data gathering technique had to be chosen. In order to get at the essence of the values, interests, power, and interactions in regard to plan implementation in the national sport organizations, it was believed that a self-administered questionnaire would be more appropriate than the use of interviews. The use of a questionnaire was thought to be more suitable for the collection of data since it allowed the researcher to gather information from a large number of people. In order to determine the extent of the commitment and the consensus of organizational members vis-a-vis values, interests, and interactions, as well as the extent of consensus of members in regard to power, it was necessary to obtain responses from a large number of individuals involved within each sport organization. Furthermore, because of the dispersed geographic location of the individuals on the sample list, the use of a mailed questionnaire was definitely more viable. The individuals involved in the administration of high performance national sport organizations were located throughout various regions of the country. Thus, the use of a questionnaire, as opposed to interviews, conveniently allowed the researcher to survey these individuals, economically, both in terms of time and money, regardless of their location.

C. 3.3 QUESTIONNAIRE DESIGN

The questionnaire used in this study was designed in 1986 by Hinings, Slack, and Thibault specifically for the investigation of the dynamics of plan implementation in national sport organizations. As mentioned previously, this study was part of a larger ongoing research project which focussed on the topic of change and planning in national sport organizations (Slack and Hinings, 1987; Hinings and Slack, 1987). Since this study was an integral part of broader research, the questionnaire was developed over a period of approximately one year. It was comprised of five sections and contained a total of 64 questions dealing with the areas of values, interactions, interests, and power. A number of demographic questions were also asked.

3.31 Values Questions

The first section of the questionnaire was made up of 28 questions dealing with the respondents' values about a variety of areas related to national sport organizations; which it was felt may be changing as a result of plan implementation. In order to identify these areas, several individuals and organizational documents were consulted. A number of individuals involved in sport organizations were asked for their input on the types of issues they felt national sport organizations were facing. The documents consulted included academic and quasi-academic material as well as written reports dealing with the topic of sport organizations in Canada. From the input of individuals and the content of the documents, seven value areas were selected. These areas included: the rationalization of the sport organizations; the plan devised by the organizations; the planning process; government involvement in sport; corporate sponsorship of sport; professional and volunteer staff involvement in sport; and finally, the emphasis on high performance vis-a-vis mass participation sport.

Following the identification of these seven value areas, a number of questions about each area (six to ten per area) were formulated. These questions consisted of questions that were worded positively and questions that were worded negatively. All of the questions from this section were in the form of statements; the respondents were asked to circle the answer which corresponded most closely to their opinion. The choice of answers consisted of a 5-point Likert scale, ranging from strongly agree to strongly disagree. These questions were then distributed to a number of key individuals involved in the administration of sport organizations for their responses. The data collected were then analyzed by means of a reliability analysis, in order to assess how each question, dealing with the same value area, correlated with each other. Based on the result of the coefficient alpha of the reliability analysis (Cronbach, 1951), some questions were discarded, the top four in each area were kept. All of these questions had a coefficient alpha result higher than $\alpha > .60$, thus indicating an acceptable level of reliability. These 28 questions consisted of the first part of the questionnaire used for data collection. Once the questions were designed and formulated, they were randomly ordered in the first part of the questionnaire.

3.32 Interests Questions

The questions dealing with the concept of interests were in the third section of the questionnaire. In this section, questions regarding the resources necessary for the implementation process of the quadrennial plan were addressed. These specific resources were human, financial, material, and time resources; these were seen as necessary to ensure successful plan implementation. The respondents were asked to express their opinions on five statements dealing with the availability and accessibility of the resources within their national sport organization. The choice of answers consisted of a 5-point Likert scale, ranging from strongly agree to strongly disagree. The purpose of this section was to examine the perceptions of respondents vis-a-vis the availability of a number of resources found to be important for the implementation of the quadrennial plan.

3.33 Power Questions

The questions dealing with the concept of power were found in the fourth section of the questionnaire. These questions focussed on the power structure in place in sport organizations. The first question of this section asked the respondents to state how much influence particular committees and office holders actually had in regard to the implementation process of the quadrennial plan. The second question asked the respondents to state what they felt ought to be the power of the particular committees and office holders in regard to the implementation process of the quadrennial plan. In both cases, the respondents were asked to assess power on a scale of 1 to 5 where 1 signified little or no influence, 2 signified some influence, 3, quite a bit of influence, 4, a great deal of influence, and finally, 5 signified a very great deal of influence. This scale system was taken directly from Tannenbaun's studies on power and control (Tannenbaum, 1956; Tannenbaum and Georgopoulos, 1957; Tannenbaum and Kahn, 1957; Tannenbaum, 1961; Tannenbaum, 1962; Tannenbaum, Kavcic, Rosner, Vianello, and Wieser, 1974). Tannenbaum has demonstrated through his extensive studies on control and power that individuals could relate well and express their perceptions of the amount of power or control a peer, a subordinate, or a manager had within an organization. By using Tannenbaum's scale system, respondents in this study had the opportunity to describe the amount of power held by particular organizational sub-units and office holders.

It is important to note, at this point, that since committees and office holders often differed from sport organization to sport organization, the content of this section had to be adapted for each organization involved in the study. It was believed that a standard list of committees and office holders' positions would not be appropriate since it did not account for the organizations' structural variances and differing nomenclature for positions and sub-units. As such, the respondents would not necessarily be able to accurately answer the questions.

Consequently, a letter was sent to the sport organizations requesting, among other things, a list of committees and the titles of office holders, (both volunteers and paid staff). (This letter, found in Appendix B, also requested information for the selection of the sample, therefore, it will be further explained in a later section). After obtaining the relevant information from the organizations about the administrative structure of the organizations and the nomenclature used, a list of committees and a list of the titles of office holders was devised for each national sport organization. The combined list included all relevant committees and office holders that were thought to be key in the implementation process of the quadrennial plan. This list was then used to develop the two sets of questions on power in section four of the questionnaire. In other words, the questionnaire used in this research was adapted to each national sport organization to ensure a more precise response from the sample.

3.34 Interactions Questions

The questions dealing with the concept of interactions were found in two separate sections of the questionnaire; the second section and the last part of the fourth section. The second part of the questionnaire focussed specifically on the interactions involved in the implementation process of the quadrennial plan within national sport organizations. In the first part of this section, six questions focussed on these mechanisms. The various mechanisms were selected because the literature suggested they were important for the implementation of any plan. For example, in order to adequately implement a plan, an organizational member should be assigned the responsibility for implementation. In addition, regular meetings need to take place to allow organizational members to monitor the implementation process. Similarly, written reports and evaluation of performance indicators are essential to ensure the quality of the implementation phase. As a result, questions were asked about whether or not the national sport organizations had individuals whose major function was to ensure the implementation of the quadrennial plan. Similar questions were asked about meetings, reports on the progress of quadrennial plan implementation, and the existence of key performance indicators to assist in implementation. The respondents were asked to answer yes, no, or I do not know to indicate if these mechanisms existed in their organization. In the second part of this section, effects of the Quadrennial Planning Program in the national sport organizations were addressed. These effects were selected from Sport Canada's Quadrennial Planning Program documentation. The respondents were asked to assess if elements of the quadrennial planning program had helped, had no influence, or had hindered various activities of the national sport organizations. These effects included the organization's activities, the identification of strengths and weaknesses, the systematic and logical collection of information, the development of a general planning system, the development of high performance sport, the identification of key issues, a thorough review of the organization and its effectiveness. The purpose of this section was to determine how the respondents felt towards some of the systems in place to implement the quadrennial plan and its benefits to the activities and programs of the organization.

In the fourth section of the questionnaire, the last five questions dealt with the inter-personnel and inter-unit relationships within the national sport organizations. The existence of conflict was examined between volunteers and professional staff, between various groups of volunteers, and between technical personnel and administrative personnel. In addition, the relationships between the sport organization and Sport Canada, as well as between geographical areas (e.g. between east-west, and between various provinces) and between other single sport national organizations were investigated. These elements were identified as being the major organizational sub-units and the major actors, external and internal, involved in the implementation of the quadrennial plan. Positive relationships between these factors were thought to benefit the plan implementation while negative relationships were believed to be detrimental to the plan implementation. The choice of responses was along a 5-point Likert scale ranging from extremely poor to very good. The purpose of this section was to assess the relationships between the sport organizations and various other elements; such as organizational sub-units and roles that may play an important part in the implementation process of the quadrennial plan.

The last section of the questionnaire was designed to elicit some demographic data in order to gain information on respondents. Specifically, it asked questions such as: gender; age; the title of the position currently held in the national sport organization; the major area of responsibility; whether the duties are performed as volunteer or paid personnel; how long the respondent has been involved in the national sport organization; and so on. On the last page of the questionnaire, the respondents had the opportunity to write any comments they may have had on issues relating to the workings of the national sport organizations and its quadrennial plan.

In summary, the five sections of the questionnaire dealt with the four concepts of the dynamics of plan implementation; that is, values, interests, power, and interactions, and with some demographic information on the respondents. The instrument provided the information and data needed to adequately research the problem and sub-problems stated in the first chapter of this thesis.

Once completed in English, the questionnaire was then translated into French. By providing the questionnaire in both official languages (French and English), it was believed more individuals would be in a position to respond and, as a result, the response rate would be increased. The English questionnaire was twelve pages long, while the French questionnaire was thirteen pages long. Both questionnaires were printed back to back. A sample copy of one organization's questionnaire can be found in Appendix A.

D. 3.4 POPULATION OF ORGANIZATIONS STUDIED

The population of organizations studied consisted of all 35 Canadian high performance national sport organizations that had developed a quadrennial plan for the period of 1984-1988 and were in the process of implementing this plan. A list of the names of all 35 national sport organizations can be found in Appendix C.

E. 3.5 SAMPLE OF INDIVIDUALS

In order to obtain a sample for use in this research, it was necessary to find out from the 35 national sport organizations who were the key agents concerned with the implementation process of their quadrennial plan. In early October, 1986, a letter (see Appendix B) was sent to the executive director or technical director of each national sport organization involved in the research. In addition to explaining the purpose and objectives of the study, the letter also requested several pieces of information such as: a list of current professional staff; a list of the names, addresses, and titles of the board of directors; the names and addresses of any other members of the sport organizations who would be knowledgeable about implementation and management of the quadrennial plan; and finally, a list of all the organizations' committees and major sub-units and who served on these committees and sub-units. The list of all committees and/or major organizational sub-units, as well as the list of the positions of the professional staff and board of directors' titles, were necessary to design and adapt section four of the questionnaire for each national sport organization. On the other hand, the lists of professional staff, board of directors, executive committee, committees' chairpersons, and a list of other key members were needed to determine which individuals in each organization would be included in the sample. The individuals were essentially selected according to the position they held in the organization. This information was useful in the selection of the sample because it was believed to be indicative of their involvement in the implementation process of the quadrennial plan. The paid personnel sample list included key administrative positions such as executive director, general manager, chief executive officer, and so on, and key technical positions such as technical director, high performance director, head coach, assistant coach, and so on. The individuals holding the title of assistant to a particular director, (i.e., administrative assistant) were not included in the sample. On the other hand, the volunteer members sample list included positions dealing with high performance, elite, or competitive aspects of the sport such as president, vice-president administration, vice-president finance, vice-president technical, and so on. In addition, the individuals occupying the position of chairperson of committees dealing with high performance, elite, or competitive aspects of the sport such as technical committee, national team committee, coaching committee, planning committee, and so on were also included in the sample.

Since the positions, structure, and size of the national sport organizations often differed, the number of individuals selected for the sample varied from organization to organization. A breakdown of all the organizations and the number of individuals selected as respondents to the questionnaire as well as the percentage response rate per organization is included in Appendix D. In total, 616 individuals were selected to respond to the questionnaire.

F. 3.6 PILOT STUDY

According to Babbie (1973:205), pilot studies refer to "miniaturized walkthroughs of the entire study design". For the purposes of this study on the dynamics of plan implementation, a pilot study of the questionnaire was difficult to undertake for two reasons. Firstly, due to the nature of the questionnaire, only key individuals in the population of organizations studied would be in a position to respond. As explained before, the questionnaire dealt specifically with the quadrennial plan and its implementation in the national sport organizations. Therefore, it would have been impossible to pilot the study on individuals outside the sport organizations and still adequately conduct some form of testing of the research design prior to the major research effort. Secondly, and related to the first point, very few individuals are aware of the Quadrennial Planning Program and its intricacies in sport organizations and, as a result, it is difficult to pilot test the questionnaire on individuals knowledgeable in the area studied since they are already included as part of the sample. Hence, because of the nature of the questionnaire and the limited number of knowledgeable individuals in the implementation process of the quadrennial plan, it was decided that the conduct of a pilot study would be too difficult to undertake and would not provide an accurate method to test the research design.

Nevertheless, once the questionnaire was completed, it was given to a number of individuals for examination. These individuals were asked to give their impressions and thoughts on the content of the questionnaire. Individuals fluent in both official languages were also asked to verify both the French and English version of the questionnaire to ensure accuracy and consistency in the translation.

G. 3.7 DATA COLLECTION

As mentioned earlier, the idea for this research originated from the work of Hinings and Slack (1987) and Slack and Hinings (1987) dealing with plan implementation in national sport organizations and the issue of change. Since organizations were facing changes in regard to the quadrennial plan, the dynamics of plan implementation was a relevant phenomenon to study. The purpose of the study was to investigate the dynamics of plan implementation, and more specifically, the values, interests, power, and interactions; it was therefore imperative that the questionnaire focus on these four concepts. Once the questionnaire was designed and the sample selected, labels were addressed for each respondent and the questionnaires were printed. Labels were also created for the return envelopes to be included with the questionnaire. In addition, covering letters in both official languages explaining the details of the study were typed (see Appendix E). Once the questionnaires were printed and the labels and covering letters were ready, the survey package was sent to the respondents. The package sent to each individual on the sample master list consisted of the questionnaire (French and English) for the national sport organization in question, two covering letters (one in French and one in English), and a self-addressed stamped envelope. Although the names of the respondents did not appear on the questionnaire, a number identifying the respondents and a number identifying the sport organization were printed on the first page of the questionnaire on both the French and English side. This procedure was done to keep track of the questionnaires and the responses. When the individuals responded and sent back the questionnaire, the numbers on the questionnaire were used to indicate on the sample master list who had responded. This provided the researcher with the opportunity to follow up on any incompleted questionnaire and to send a reminder notice to the individuals who had not yet responded. Throughout the research, the sample master list was kept up to date; that is, every time a questionnaire was received, its number was verified and a checkmark was placed beside the name and number of the respondent of the sample master list to indicate that the questionnaire had been received.

Once the questionnaires were received, they were classified by sport organizations. The comments written on the last page of the questionnaire were noted separately. This provided the researcher with an overall view of the feelings, concerns, and comments of the repondents in regard to the Quadrennial Planning Program and the management of the national sport organizations. Furthermore, this allowed the researcher to notice any similarities or patterns in the written comments and to find out if any relevant issues had been omitted from the questionnaire.

If the questionnaire was not received by six weeks, a reminder postcard in both official languages was sent to the individuals in question (see Appendix F). Serving as a reminder notice, the postcard simply asked the individuals to respond and send back the questionnaire. If the individuals still had not responded to the questionnaire after four weeks, a second survey package including a copy of the organization's questionnaire, a new covering letter in French and English (see Appendix G), and a self-addressed stamped envelope were sent. This procedure was believed to increase the response rate.

Once received, the information found in the questionnaires was then coded on optical scoring sheets. When this step was completed, the optical scoring sheets were scanned and filed in the computer for future statistical analysis. All questionnaires that were received after this process were coded manually directly into the computer data file.

H. 3.8 TREATMENT AND ANALYSIS OF THE DATA

As previously mentioned, this study on the dynamics of plan implementation was investigative in nature. Therefore, the treatment of the data focussed mostly on a descriptive analysis of the four concepts involved; values, interests, power, and interactions. The questionnaire used for the study included a number of questions for each of these four concepts as explained in the previous sections. All statistical applications required for this study were carried out using the SPSSx program (Statistical Package for Social Sciences). In order to get an overview of the data collected for the study, a preliminary frequency distribution of all variables was executed. The number of observations for each variable was examined to determine any general occurences taking place. Once this procedure was completed, another frequency distribution was carried out for each variable by organizations. Again, this provided an opportunity to make some general observations about the data collected.

Once these two procedures were completed, the appropriate statistical applications could be executed. Certain statistical procedures were appropriate for the investigation of the levels of commitment and consensus for the variables of values, interests, and interactions, while other statistical procedures were more appropriate for the investigation of the level of power and the congruency between current levels of power and what respondents felt levels of power should be in regard to the implementation of the plan.

For the concept of values, interests, and interactions, the following operations were carried out. First, methods of reliability analysis scaling were used. This involved aggregating variables which theoretically and empirically made sense. In other words, variables that were related theoretically were checked to determine whether or not they were also related empirically. This verification consisted of a reliability analysis scale executed on a number of variables that were believed to be linked theoretically. If these variables were found to be linked together empirically, the coefficient alpha or standardized alpha score for the reliability analysis scale was be greater than $\alpha > .60$. On the other hand, in the situation where variables were believed to be theoretically linked but were not empirically linked, a coefficient alpha score inferior to $\alpha > .60$ on the reliability analysis scale was evident.

For the purposes of the study, several reliability analysis scales were found to be theoretically and empirically sound. Two scales were considered for the concept of values; organizational rationalization and plan content. The rationalization scale included the variables related to the use of systems that would assist the organization in its goal attainment (e.g., program guidelines, administrative procedures, corporate sponsorship, development of high performance and mass participation programs, and so on). The scale of plan content was comprised of those variables dealing with what was included in the quadrennial plan. For the concept of interests, one scale was used; it included all the variables dealing with this concept. For the concept of interactions, three scales were employed. They consisted of mechanisms of plan implementation, effects of the Quadrennial Planning Program, and inter-personnel inter-unit relationships. These three scales included all the variables for the concept of interactions.

Once these reliability analysis scales were executed and the variables that were theoretically linked were found to be empirically linked as well, it was possible to statistically deal with the three concepts of values, interests, and interactions involved in the dynamics of plan implementation.

One of the issues with which this thesis was concerned with was the level of commitment and the level of consensus of organizational members in regard to values, interests, and interactions. In order to determine the commitment of respondents vis-a-vis these three concepts of the dynamics of plan implementation in the national sport organizations, the mean was used as a measure of this; that is, the sum of the scores of the questionnaire items relating to each concept, divided by the number of respondents per organization. For example, for the concept of interests, the sum of the 5 questionnaire items dealing with resources and their availability was calculated for each organization; then, this score was divided by the number of respondents per organization. This procedure was executed for the scales of all three concepts of values, interests, and interactions. This provided the mean for each concept of the dynamics of plan implementation for each organization involved in the study. Once this procedure was completed, the mean score gave an indication of the commitment existing in the organizations in regard to the concepts of values, interests, and interactions. Furthermore, in order to determine the degree of commitment, the highest and lowest possible scores of the mean were calculated for each scale of the three concepts and the median of these two scores was taken as the middle point on the continuum of low degree of commitment to high degree of commitment.

For the concept of values, two reliability analysis scales were used. As a result, two different sets of means were selected. For the scale of organizational rationalization, 24 items were included. The lowest possible mean was 24 and the highest possible mean was 120; therefore, the median score was 72. On the other hand, the scale of plan content included 4 items. The lowest possible mean was 4, the highest possible mean was 20 and therefore, the median was 12. For the concept of interests, 5 items were included. The lowest possible mean was 5 while the highest possible mean was 25; the median was 15. For the concept of interactions, three scales were used. Consequently, three different sets of means were selected to determine the degree of commitment. For the first scale, mechanisms of plan implementation, 7 items were included. The lowest possible mean was 7 while the highest possible mean was 23. As a result, 15 was considered as the median. On the other hand, the scale termed effects of the Quadrennial Planning Program, included 8 items. The lowest possible mean was 8 while the highest possible mean was 24. The median was, therefore, 16. In the last scale of inter-personnel inter-unit relationships, 5 items were included. The lowest possible mean was 5 while the highest possible mean was 25. As a result, the median was 15. All the organizations that had scores greater than the median score for each scale of the three concepts in question were considered to have a high degree of commitment while the organizations that had scores less than the median were considered to have a low degree of commitment.

In order to calculate the consensus among organizational members of the organizations studied, the measure of the coefficient of variation was used. Statistically, the coefficient of variation combines the measure of dispersion with the measure of central tendency to allow a description of the degree of variation existing among variables. In essence, the coefficient of variation consists of the mean score divided by the standard deviation. This measure allowed the verification of how much variation existed between the responses of individuals involved in the same organization in regard to the concepts of values, interests, and interactions. For example, an organizational member working for Ski Jumping may have different views on the interactions existing for the plan implementation, than does a colleague. The coefficient of variation allows the researcher to determine the level of consensus or agreement among the organizational members of each national sport organization studied. Furthermore, in order to evaluate the degree of consensus present in organizations, a score of 15.00% was selected as the middle point in the continuum of a high degree of consensus to a low degree of consensus. In order to arrive at this score of 15.00%, the coefficient of variation's mean was considered for each of the organizations involved in all the scales used for the concepts of values, interests, and interactions. If an organization displayed a coefficient of variation greater than 15.00%, it was then considered to be composed of organizational members who had a low degree of consensus among each other. On the other hand, if the coefficient of variation of an organization was less than 15.00%, it was then considered to have organizational members who had a high degree of consensus. To summarize, the two measures of mean and coefficient of variation provided an indication of the level of commitment and the level of consensus of the concepts of values, interests, and interactions in the national sport organizations involved in this study.

For the concept of power, the analysis of the data was carried out differently than with the other three concepts; different statistical applications were used. In order to assess the level of power and whether or not there was congruence between the current levels and what respondents felt should be the levels of power held by the various positions for the implementation of the plan, the mean of the scores for each variable was used. This measure was carried out for each position included in the volunteer category, in the paid personnel category, and in the committee category. The mean score would fall within the range of one to five. The higher the score was, the greater power organizational members felt this position held ("the current levels of power" mean score) or should hold "what respondents felt should be the levels of power" mean score). On the other hand, when the score was low, the less power organizational members felt this position held ("the current levels of power" mean score) or should hold ("what respondents felt should be the levels of power" mean score). The highest and lowest mean scores for each category were noted.

The same measure of central tendency was used to assess current levels and what respondents felt should be the levels of power held by the coalition of positions in each category of the organization (the group of volunteer positions, the group of paid personnel positions, and the group of committee positions). When the score was high in a particular group, the organizational members felt that this group held more power ("the current levels of power" mean score) or should have more power ("what respondents felt should be the levels of power" mean score). On the other hand, if the score was low, the organizational members felt that this group held less power ("the current levels of power" mean score) or should have power ("what respondents felt should be the levels of power" mean score). These scores provided an indication of current levels and what respondents felt should be the levels of power for each individual position and groups of postions that were considered important for the implementation process of the quadrennial plan as it was perceived by the respondents. In addition, by assessing current levels and what respondents felt should be the levels of power of individuals and group positions, it was possible to make a number of comparisons. For example, comparisons between current levels and what respondents felt should be the levels of power of individual positions was possible; comparisons between current levels and what respondents felt should be the levels of power of groups of positions was also possible. Furthermore, comparisons between current levels and what respondents felt should be the levels power held by individual positions and current levels and what respondents felt should be the levels of power held by groups of positions could be made. All of these comparisons provided an interesting guide to assess the satisfaction or dissatisfaction organizational members felt towards the power structure within their own sport organization as it related to the implementation process of the quadrennial plan.

The basic unit of analysis for these statistical applications for values, interests, and interactions was the organizations. On the other hand, for power, two basic units of analysis were used: the positions and committees; and the organizations. Consequently, it was possible to assess the values, interests, power, and interactions of the organizations involved in the study. In addition, for power, the use of the positions and committees as a basic unit of analysis allowed the comparisons of the level of power and its congruence between current levels and what respondents felt should be the levels of power in the organization.

CHAPTER 4

A. 4.1 INTRODUCTION

In the previous chapters, the objectives of this research were presented as were the theoretical background and methodology used to undertake this study. The main purpose of this chapter is to present and discuss the results of the study. The chapter is divided into six major sections. The first section provides information on the response rate and on some of the characteristics of the respondents involved in this research. In the following four sections, the results related to the concept of values, interests, power and interactions are presented and discussed. In the sixth section, a summary of the results and a discussion of the inter-relationships of the four concepts are presented.

B. 4.2 RESPONSES

As previously explained in the third chapter, the data collection consisted of a questionnaire survey of 616 individuals who were involved in the implementation and the management of the quadrennial plan within their high performance national sport organization. Of this total, 498 individuals responded; 4 of the responses were not usable and therefore, were not counted in the total. As a result, the response rate for this research was 494/616 or 80.19%.

The results discussed in this chapter are based on the responses of these 494 individuals. The majority of these individuals were male (77.7%). Based on other research (cf. Beamish, 1985; Hall, 1987; Slack, 1983), the male/female ratio in this study is consistent with the numbers of males and females holding key decision-making positions in sport organizations. Sixty two percent of the respondents in this study were involved in the administration of their organization in a volunteer capacity while 38% were involved as a paid staff member. The respondents were involved in several areas of their organization. Not surprisingly, the majority were working in the administrative (52.4%) and technical areas (23.9%), others were involved as coaches (14.8%), as officials (6.3%), or as athletes (2.6%).

C. 4.3 RESULTS : VALUES

As explained in the third chapter, the questions dealing with the respondents' values focussed on seven value areas which included: the rationalization of the sport organizations; the plan devised by the organizations; planning per se; government involvement in sport; corporate sponsorship of sport; professional and volunteer staff involvement in sport; and finally, an emphasis on high performance sport vis-a-vis mass participation. In turn, these seven value areas were statistically categorized into two scales termed, organizational rationalization and plan content. In examining the results related to values, these two scales will be utilized.

4.31 Organizational Rationalization

The scale termed organizational rationalization was developed from six value areas that related to the changing nature of sport organizations. Changes in these values (e.g., an acceptance of increased government involvement in sport), were seen as resulting in a more rational organizational form. The areas included were values about the rationalization of sport organizations per se, the quadrennial planning process, government involvement in sport, corporate sponsorship of sport, professional and volunteer staff involvement in national sport organizations, and finally, an emphasis on high performance vis-a-vis mass participation sport. The reliability analysis scale developed from these items gave a coefficient alpha score of $\alpha=.7959$. The fact that this scale reached this level of reliability indicated that respondents showed a consistent pattern in their values about organizational rationalization.

As presented in Table 1, when the answers provided by the respondents were analyzed in terms of the degree of commitment and consensus within each organization, the results indicated that the majority of respondents from each of the national sport organizations studied were highly committed to values which supported a rationalized organization structure. In addition, 34 organizations (97.1%) had a majority of their members who demonstrated a high degree of consensus about these values. In other words, the respondents supported the values that underlie the more rational organizational form that was potentially a result of plan implementation.

The results showed that through the support of these values, organizational members were committed to planning per se, to government involvement in sport, to corporate sponsorship, to more paid staff involvement in sport, and to high performance sport. As discussed in the second chapter, values have been linked to the behaviors and actions of organizational members (Ranson et al., 1980a; Rokeach, 1968; Connor and Becker, 1975). Consequently, respondents who valued the rationalization of their sport organization would likely adopt a type of behavior that would support this process. For example, the majority of members would support the hiring of more paid personnel, the recruiting of corporate sponsors, the development of formally laid down policies, an emphasis on high performance sport, and so on.

The high level of commitment towards organizational rationalization found in this study corresponded with Cunningham's (1986) findings. Cunningham (1986) focussed on the process of change occuring in provincial sport organizations over a 17 year time period. He specifically examined the structure of these organizations along three dimensions; specialization, standardization, and centralization and the interpretive schemes (values) of members in order to determine how organizations were moving from one paradigm to another. Paradigm, used in this context, refers to the coherence of a specific sets of organizational values and structures. Cunningham (1986) noted that the values held by members over the 17 year period, reflected an orientation towards a more rational organizational structure for amateur sport organizations. These values supporting organizational rationalization became stronger, over time, in two dimensions of structure; specialization and standardization. Organizational members valued certain

TABLE 1 VALUES: ORGANIZATIONAL RATIONALIZATION

CONSENSUS	COMMITMENT Low (72 or less)	COMMITMENT High (72.1 or more)
Low (15% or more)		Nordic Combined
High (14.9% or less)		Volleyball, Rowing, Basketball(women), Basketball(men), Canoeing, Synchro, Water Polo, Team Handball, Diving, Biathlon, Judo, Fencing, Rhythmic Gymnastics, Bobsleigh & Luge, Archery, Alpine Ski, Wrestling, Cycling, Soccer, Ski Jumping, Boxing, Yachting, Women's Field Hockey, Men's Field Hockey, Gymnastics(men), Weightlifting, Swimming, Shooting, Table Tennis, Speed Skating, Figure Skating, Cross Country Ski, Track & Field, Gymnastics(women)

systems, rules, regulations, and procedures in place within the organizations such as "rules laid down at the national level about how to structure competitions, how to organize clubs, how to structure administrative systems" (Cunningham, 1986:70). Cunningham (1986) suggested that this strengthening of values consistent with organizational rationalization was, in large part, the result of increased government involvement in sport over the period of his study. He argued that government agencies supported and promoted values of "efficient rational management" in amateur sport organizations (Cunningham, 1986:70)..

Since Sport Canada, the government agency dealing with elite sport, is the principal funding source to national level sport organizations studied here, the possibility of national sport organizations' members acting for similar reasons is highly feasible. More specifically, if the allocation of Sport Canada's financial resources to the sport organizations is tied to the development and acceptance of certain modes of operation (i.e., rationality), the members of the sport organizations are likely to feel pressured to adopt values and subsequently exhibit behaviors consistent with this organization form. For example, since planning systems are tied to resource allocation, they can be used to develop acceptance of these modes of operation. Slack and Hinings (1987) suggested that programs such as the Quadrennial Planning Program are a catalyst to the process of rationalization taking place in the sport organizations. Through the linking of financial resources to the development of sport organizations, government agencies have pressured members to accept values consistent with a more rational organization form and subsequently, to engage in behaviors which will bring about this type of structure.

This type of argument is defensible from the perspective of resource dependency theory. Like all other organizations, national sport organizations are involved in exchange relationships and transactions with other organizations. As such, they exhibit a level of interdependence with these organizations. In the case of Sport Canada and national sport organizations, this interdependence revolves around the provision of financial resources by the former to the latter. Since these financial resources are large, in terms of total national sport organizations budget, since their use is very much controlled by Sport Canada, and since, for most national sport organizations, there are few alternative sources of funding, Sport Canada is able to exercise considerable control over the national sport organizations. This control is manifest in the acceptance of the values promulgated by Sport Canada and subsequently in actions by the national sport organizations that are consistent with Sport Canada policies.

Institutionalization theory is also useful in helping explaining why the members of the sport organizations showed a commitment to a more rationalized organization form. Meyer and Rowan (1977) postulated that "many formal organizational structures arise as reflections of rationalized institutional rules" (1977:340). The authors interpreted rules as myths which are adopted by the members of the organizations. In turn, these myths contribute to an organization's "ceremonial conformity" where members accept the myths and proceed to adopting rules to "coordinate and control activity in order to promote efficiency" of the organization (Meyer and Rowan, 1977:341). These are, reflected in the formal structures of organizations. In national level sport organizations, it is feasible to suggest that myths exist about the "correct" way a national sport organization should operate (i.e., paid personnel, focus on high performance sport, and so on). These myths become institutionalized into the organization as rules which are reflected in structures. This, as noted above, is reinforced by financial resources. Members of organizations adopt the modes of operation and rationalize their activities which will allow them to establish legitimacy and maintain their structure (Slack, Hinings, and Cunningham, 1987).

As seen from the results and pertinent literature, members of high performance national sport organizations support values which are consistent with a more rationalized organization form. However, the increasing rationalization of sport organizations may have unplanned implications for a large number of the respondents, specifically the volunteers. As a result of rationalization, it is feasible to suggest that volunteers may lose some of the power they have in their organization. Through the incorporation of formalized systems, rules, and procedures to assist in the achievement of goals and objectives, the organizations become more rationalized. Consequently, in order to maintain the day to day activities of the organization, the volunteer members essentially have to hire paid personnel. In turn, due to the circumstances (i.e., centrality, information, proximity to Sport Canada, and so on), the paid staff become more knowledgeable in the affairs of the organizations and acquire power that was previously held by volunteers. The notion of centrality, as suggested by Hickson et al. (1971), potentially allows paid staff to determine organizational workflow and therefore be in a position to make decisions. This however, poses a challenge to the ideology of volunteerism that pervades the culture of national sport and may potentially result in conflicts that have to be managed before change can be managed.

In summary, the majority of respondents in high performance national sport organizations have demonstrated that they value organizational rationalization. The support for more rational organizational structures could be the result of influences by Sport Canada, the external funding agency on which sport organizations are dependent. The sport organizations' respondents support values consistent with certain rational modes of operation and systems, however, the long term implications of this rationality remain to be seen.

4.32 Plan Content

The scale of "plan content" consisted of the value area pertaining to the specifics of the national sport organizations' plans. Included were questions about the development of the plan, the reasons for the inclusion of items in the plan, the quality of the plan, and whether or not the expectations stated in the plan were realistic. When the reliability analysis was executed for the four items included in the scale of "plan content", a coefficient alpha score of α=.7300 was obtained. The results related to levels of commitment and consensus were however, somewhat different from the results of the organizational rationalization scale.

As seen in Table 2, all national sport organizations had a majority of respondents who were highly committed to values related to plan content, however, the degree of consensus varied considerably. Specifically, 19 (54.3%) national sport organizations had the majority of their members exhibiting a low degree of consensus when it came to the content of the plan, while, 16 (45.7%) national sport organizations had the majority of their members displaying a high degree of consensus. The high level of commitment expressed by respondents suggested that they were satisfied with their organizational plan. With a high level of consensus, respondents agreed with the content of the plan. However, the organizations who showed a low level of consensus had members who did not all agree with their organizational plan.

The idea of commitment to what is stated in a plan is very important to the process of change. According to Koontz et al. (1980), one of the reasons why planning often fails is because organizational members are not committed to their plan. Koontz et al. (1980) suggested that this lack of real commitment may be due to the fact that most people would rather deal with crises as they come up rather than go through the exercise of planning. This may be explained by the fact that planning is a lengthy time consuming process. This point was raised by several respondents. For example, they noted: "...The paper work for the Quadrennial Planning Program was far too great to achieve the necessary results. Unfortunately, the government again has gotten caught up with how big the report is and the use of buzz words..." and "...It [the Quadrennial Planning Program] takes up an ungodly amount of the time of our full time staff with planning, budgetting, auditing, reporting and submitting for Sport Canada...". Although some respondents questioned the considerable amount of their time that planning required, their commitment to the plan, once it was designed, would suggest that the process of plan implementation would be greatly facilitated. As Koontz et al. (1980) presented, organizational members who are committed to their plan are likely to adhere and identify to what it proposes.

TABLE 2 VALUES: PLAN CONTENT

CONSENSUS	COMMITMENT Low (12 or less)	COMMITMENT High (12.1 or more)
Low (15% or more)		Canoeing. Fencing. Nordic Combined. Rowing. Boxing. Rhythmic Gymnastics. Gymnastics(men). Shooting. Basketball(women). Bobsleigh & Luge. Yachting. Team Handball. Basketball(men). Judo. Archery. Speed Skating. Figure Skating. Gymnastics(women) Swimming
High (14.9% or less)		Volleyball. Wrestling. Alpine Ski. Ski Jumping. Diving. Synchro. Water Polo. Women's Field Hockey. Cycling. Biathlon. Men's Field Hockey. Weightlifting. Soccer. Cross Country Ski. Track & Field. Table Tennis

In the national sport organizations studied, results have indicated that the majority of respondents demonstrated that they were committed to the content of their plan. This commitment to plan content is evident in respondents' comments. For example, they noted: "... I feel it is extremely worthwhile to have a quadrennial plan, to know where you are going and how to get there ..."; "...A plan is important and the quadrennial plan process has been helpful..."; "...The quadrennial plan is greatly advantageous..."; and "...The Quadrennial Planning Program has been very effective in helping to give direction to the association and in identifying the weak areas in the association...". Based on the results and the comments dealing with the value scale of plan content, it was clear that the majority of respondents were satisfied with their organizational plan. As suggested by Koontz et al. (1980), this could lead to a successful process of plan implementation in the organizations in question.

In regard to the notion of consensus, Walsh et al. (1981:140) suggested that genuine agreement on the goals and values of an organization does not occur often, "but it is a possibility that should not be ruled out". In other words, for an organization to reach total consensus is very difficult. However, Walsh et al. (1981) acknowledged that it was not impossible. Organizational members are bound to differ on the values they hold in regard to particular systems or programs. However, members can agree and reach consensus on some of the values they hold. For national sport organizations, this suggests that members may not all show a consensus in regard to the content of the plan. In fact, varying levels of consensus vis-a-vis this scale are to be expected.

In the national sport organizations, varying levels of consensus were found. Some respondents displayed high levels of consensus while others showed low levels of consensus in regard to the content of their organizational plan. According to Walsh et al. (1981), these results are not surprising, however, they imply that differences do exist within organizations. On the one hand, if respondents of an organization showed a high degree of commitment and a high degree of consensus to their plan content, the implementation of this plan would be greatly facilitated. On the other hand, for the organizations comprised of members displaying a low degree of consensus, the situation could be quite different. The implementation of the organizational plan may be problematic because of a lack of consensus existing among respondents within the organizations in question. Even though these respondents may be highly committed to the consequences of their plan, they may not necessarily agree with what should be included in the plan.

The comments of the respondents were useful in explaining why 19 organizations were found to have a majority of members who did not show consensus about the content of their plan. More specifically, the comments suggested that a number of respondents believed the plan focussed too much on the high performance aspects of the sport and not enough on the domestic development/participation aspects. These respondents stated that they would feel more comfortable with the content of the plan if it dealt with both aspects. The following comment is an example of some of the feelings expressed by members in regard to this point:

> The Quadrennial Planning Program has been destined to an elite level. So much emphasis has been placed on performance that the recreational aspect have been poorly dealt with. With such a high level of time and effort spent on so few athletes, the majority of members are becoming disenchanted with the national body and membership is taking the fall. The national governing bodies (Sport Canada and sport executive) should be concerned with participation rather than performance not the other way around.

Other respondents supported this type of argument when they suggested: "...I believe the major problem with the Quadrennial Planning Program is that it was a high performance plan, not an overall association or overall discipline plan..."; "...In my organization, the Quadrennial Planning Program has only been applied to high performance development and it needs to be an overall process for all aspects of our programs..."; and "...I strongly believe that the sport should have a quadrennial plan. However, I also believe that our current plan places too much emphasis on the development of elite athletes and not enough on the building of a large membership of playing members...".

Another possible explanation for this lack of consensus towards the content of the plan might be that it is a reflection of the area of the organization in which the respondents worked. For example, if a member's responsibility lay within the domestic development area of the organization, he/she may be dissatisfied with the plan, if this area is not included in any depth in the plan. As a result, this member is not likely to adhere to the plan. However, if the member works in the area of high performance, he/she may be very satisfied with the plan that focusses on this particular area of the organization. A cross tabulation of the respondents' values in regard to the content of the plan by the position they held in the organization was carried out to verify whether or not members working in the area of high performance valued the content of the plan more than their colleagues working in the area of domestic development. By examining the responses of respondents in regard to their commitment towards their organizational plan, a greater percentage of respondents working in the area of high performance (88%) indicated their satisfaction with their plan than respondents working in the area of domestic development (78.7%). The results indicated that high performance volunteers and paid personnel were more committed to the plan content than were the domestic development volunteers and paid personnel. These results support the fact that respondents working in the high performance area of their organization were more committed to the content of their organizational plan than were their colleagues working in the domestic development area.

In summary, what is seen in regard to values related to the rationalization of national sport organizations is that the majority of respondents were committed to these values and showed consensus about them. It was suggested that these results stemmed from the influences of Sport Canada. On the other hand, for the scale of plan content, high levels of commitment by the majority of respondents were in evidence; however, the level of consensus differed between organizations. These differences were attributed to the fact that the quadrennial plan focussed mostly on the high performance aspects of sport. As a result, this would explain why respondents working in this area would be more satisfied with their organizational plan than the respondents working in the area of domestic development. Plan implementation would likely be facilitated where respondents displayed high levels of commitment and consensus in regards to both value scales of organizational rationalization and plan content.

D. 4.4 RESULTS : INTERESTS

The concept of interests was assessed through the use of the five questions. These questions focussed on the availability of time, expertise, financial, human, and material resources for the process of plan implementation in the organizations. The reliability analysis carried out on these five items resulted in a coefficient alpha score of α=.6347. The results dealing with the levels of commitment and consensus are shown in Table 3.

Unlike the results for values, the ones for interests showed considerable variations in terms of the levels of commitment and consensus. As indicated in table 3, 13 (37.1%) national sport organizations had a majority of respondents expressing a low degree of commitment as well as a low degree of consensus towards the resources available for the implementation of their plan. One (2.9%) national sport organization had the majority of its respondents showing a low degree of commitment and a high degree of consensus to available resources and 19 (54.3%) national sport organizations had the majority of respondents who felt very committed to the fact that the resources available for the implementation of the quadrennial plan were sufficient but very little consensus existed among these respondents. Finally, only 2 (5.7%) national sport organizations had a majority of respondents who were highly committed to the resources available and also showed a high level of consensus.

From the results, it is apparent that respondents held different perceptions about the availability of resources for the implementation process of their organizational quadrennial plan. Some respondents felt that there were enough resources in the organizations to carry out the process of plan implementation, while others felt the resources were too limited for successful implementation to take place. The majority of the organizations had, at least, some concerns about the availability of resources for

TABLE 3 INTERESTS: RESOURCES

CONSENSUS	COMMITMENT	
	Low (15 or less)	High (15.1 or more)
Low (15% or more)	Fencing, Men's Field Hockey, Synchro, Rhythmic Gymnastics, Boxing, Water Polo, Biathlon, Shooting, Team Handball, Archery, Soccer, Track & Field, Weightlifting	Canoeing, Wrestling, Alpine Ski, Ski-Jumping, Cycling, Nordic Combined, Women s Field Hockey, Rowing, Table Tennis, Cross Country Ski, Basketball(women), Bobsleigh & Luge, Yachting, Basketball (men), Judo, Swimming, Speed Skating, Figure Skating, Diving
High (14.9% or less)	Volleyball	Gymnastics(men), Gymnastics(women)

plan implementation. Thirty three (94.2%) organizations had the majority of their respondents expressing low levels of commitment and consensus, or low levels of commitment and high levels of consensus, or high levels of commitment and low levels of consensus. These results suggested that respondents were not fully satisfied with the resources available to their organization. This was also evident in the respondents comments; a number of them expressed dissatisfaction with the availability of organizational resources. The comments focussed mostly on the lack of financial resources available to carry out the process of plan implementation. The following are examples of these comments: "...I feel that Sport Canada has not been honouring its commitments in the past year. Money that had been promised and budgetted for has not arrived as agreed upon..." and "...The problem with the Quadrennial Planning Program was the assumption given by Sport Canada that a major infusion of dollars would follow a completed plan and therefore planning should be for an ideal situation. This did not occur, creating frustration and plans that were good, but did not materialize...".

These comments and others are indicative of the fact that respondents were not pleased with the financial resources available from Sport Canada. Their dissatisfaction, as outlined in the comments, seemed to stem from the fact that Sport Canada had not totally fulfilled their promise of funding to the national sport organizations following the completion of the quadrennial plan. From the comments, it appears that sport organizations were promised a certain sum of money to design and implement their quadrennial plan. However, due to government restraints, the sum of money promised was never actually allocated and the organizations, unfortunately, received less funding than expected. From the results and the comments, respondents of some organizations were disconcerted over the fact they still had to carry on with the process of plan implementation even though their plan had become unrealistic due to insufficient funds.

This dissatisfaction with the resources by the respondents may be further explained by elaborating on the resource dependency theory. As Pfeffer and Salancik (1978) suggested, organizations which are unable to generate the necessary resources for survival or which are unable to achieve the necessary activities to be self sufficient become dependent on their environment for these resources. As a result of this dependence, uncertainty can exist for the organizations. The lack of promised funds from Sport Canada increased the level of uncertainty national sport organizations faced and consequently, hindered plan implementation.

As suggested by Zimmermann (1987) and Slack and Hinings (1987), financial resources are a very important part of sport organizations; more money allows the development of new programs and the support of existing activities. Slack et al. (1987) stated that all but two high performance national sport organizations received over 60% of their funding from the federal government. Furthermore, the authors stated that "some {organizations} were receiving as much as 95% of their financial resources from Sport Canada" (Slack et al., 1987:12). From this information, it is clear that the national sport organizations are very much dependent on Sport Canada for funding in order to survive. Since Sport Canada has control over the allocation of the funds and spending in national sport organizations, it is probable that the respondents of these organizations felt that Sport Canada was manipulating them. Consequently, a number of respondents were dissatisfied with the available financial resources for plan implementation. That is, they felt th[illegible] met the requirements of developing a plan but appropriate financial resources were not forthcoming.

Another possible explanation for the variation in the results regarding the levels of commitment and consensus of resources could be the area in which respondents worked. More specifically, because the focus of the organizational quadrennial plan was on high performance, members working in this area may feel differently about the availability of resource than what the members working in the area of domestic development feel. In order to determine whether or not differences in responses existed between members working in high performance and members working in domestic development in regard to resources, a cross tabulation was carried out.

The findings indicated that very little differences existed between the responses of members working in high performance and the responses of members working in domestic development. In high performance, 76% of respondents felt that the availability of resources was adequate for the process of plan implementation, while 78% of respondents in the domestic development area felt the availability of resources was appropriate. Although these respondents were all answering the questions in regard to the Quadrennial Planning Program and their organizational plan, it is interesting to note the high percentage of respondents in both work areas who expressed their satisfaction with the resources. However, these results were not reflected in the comments. Several comments suggested the existence of dissatisfaction with the availability of resources for the process of plan implementation. These comments also pointed out the unequal distribution of resources between the area of high performance and the area of domestic development. For example: "...The disproportionate funding/staff/resources devoted to elite sport in Canada has diverted much of our attention/resources to elite to the long-term detriment of domestic development..." and "...It is very important that the planning and the resources (financial and human) allocated to the high performance programs not be to the detriment of mass participation/domestic programs. The development of programs and services for the domestic area of sport should be as important as the high performance area...".

As can be seen, these comments contradict the findings of the cross tabulation. It is very possible that the respondents who commented did so because they held extreme positions about this situation. Nevertheless, the varying levels of commitment and consensus in regard to the availability of resources in the organizations is interesting.

Walsh et al. (1981) suggested that value consensus does not prevent differences of interests. In other words, although organizational members may accept the values of the organization, they may not necessarily agree with how the resources should be allocated. For example, in the sport organizations, members can all agree on the objective of producing elite athletes. However, they may not agree on the ways to achieve this objective (i.e., building new training facilities or increasing the participation level in domestic programs). As Walsh et al. (1981:141) put it, "individuals and groups may agree on ends without agreeing on how they [the resources] are to be pursued". In the situation of sport organizations, members may agree on the fact that resources are going towards the implementation process of the quadrennial plan. However, when it comes to the actual allocation of resources to different components of the plan, the organizational members may disagree. Furthermore, Walsh et al. (1981) suggested that members or groups perceive their own interests and their own contribution as very significant in the organization. From the results of this study, one could speculate that conflict could emerge in the organizations that have members who are highly committed but have a low degree of consensus. With the implementation of the quadrennial plan and the potential change in the distribution of resources, the implementation process of the plan may be difficult.

As seen in this section, the varying levels of commitment and consensus expressed by the respondents could be an indication of their dissatisfaction regarding the availability of the resources in the organization. The resource dependency theory was introduced in order to analyze the results and to understand why the respondents were displeased with Sport Canada. Furthermore, the responses of members working in the area of high performance and domestic development did not show considerable difference when compared. On the other hand, the comments suggested that respondents were indeed dissatisfied with the resource allocation between high performance and domestic development. In summary, from the variations existing in the levels of commitment and consensus of the respondents vis-a-vis the resources, one could speculate that conflict could potentially occur in the process of plan implementation in national sport organizations.

E. 4.5 RESULTS : POWER

In examining the power structure of the organizations, two sets of questions were asked; the first focussed on the current levels of power that certain key decision-makers and committees have in their organizations in regard to the implementation of their quadrennial plan. The second set of questions dealt with what respondents felt should be the levels of power held by key decision-making positions and committees in regard to quadrennial plan implementation. Consequently, the results related to power were separated into two categories; the current levels of power and what respondents felt should be the levels of necessary for plan implementation. In addition, for the purposes of this study, the power of the key decision-making positions and committees were investigated individually and collectively. In other words, the current levels of power and what respondents felt should be the levels of power, were examined for the individual positions or committees (i.e., president, technical committee, director general, and so on) and for three major groups; volunteer positions, paid personnel positions, and committees. These groups were selected because they were believed to be representative of the major sub-groups where decisions are made in sport organizations. That is, for the most part, volunteers primarily, make decisions in regard to the development of policies, while paid personnel make decisions dealing with day to day administrative matters. Committees, on the other hand, are composed of both volunteers and paid personnel and usually make decisions dealing with particular aspects of the organizations (i.e., sport science, coaching, officiating, and so on).

While it was possible to examine the power structure in different ways (i.e., administration/technical, male/female, and so on), it was felt that the selection of these three groups of volunteer positions, paid personnel positions, and committees would provide a better understanding of the plan implementation process in the sport organizations. In other words, these three groups and the power they held were believed to be helpful in assessing how the implementation of the plan would be carried out in the organizations.

4.51 Current Levels of Power of Individual Key Decision-Making Positions and Committees

Table 4 shows the current levels of power of individual postions and committees.

TABLE 4: CURRENT LEVEL OF POWER AND WHAT THE POWER SHOULD BE FOR KEY DECISION-MAKING POSITIONS AND COMMITTEES

	CURRENT LEVEL OF POWER	WHAT THE POWER SHOULD BE
Volunteer:		
President	3.63/5	3.92/5
Past President	2.40	2.41
Vice President	2.87	3.06
VP Administration	2.55	2.92
VP Finance	2.61	2.91
Secretary	2.03	2.18
VP Marketing	2.44	2.90
VP Sport Science	2.60	3.09
VP Officials	2.53	3.01
VP Coaching	2.86	3.30
Athlete Representative	2.36	3.05
Coaching Representative	3.06	3.49
VP Domestic Development	2.50	3.12
VP High Performance	3.48	3.84
VP National Team	3.73	4.14
VP Technical	3.21	3.47
Committee:		
Executive Committee	3.74	3.87
Board of Directors	3.25	3.59
Finance Committee	3.23	3.44
Administration Committee	3.07	3.05
Marketing Committee	2.40	3.01
Quadrennial Planning Committee	3.70	4.26
Research Committee	2.48	3.08
Coaching Committee	2.66	3.28
Official Committee	2.39	2.69
Women's Committee	1.88	2.69
Technical Committee	3.21	3.54
National Team Committee	3.75	4.04
Competition Committee	2.30	2.72
Selection Committee	2.61	2.65
Athlete Committee	2.29	3.00
High Performance Committee	4.13	4.46

Continued from previous page

TABLE 4: CURRENT LEVEL OF POWER AND WHAT THE POWER SHOULD BE FOR KEY DECISION-MAKING POSITIONS AND COMMITTEES

	CURRENT LEVEL OF POWER	WHAT THE POWER SHOULD BE
Paid Personnel:		
Director General	4.24	4.23
Executive Director	3.49	3.63
Technical Director	3.45	3.76
High Performance Director	3.92	4.08
Program Coordinator	2.75	3.17
Marketing Coordinator	2.49	2.90
Domestic Development Coordinator	3.37	3.74
Sport Science Coordinator	2.21	3.00
Director of Athletes & Public Relations	2.50	2.94
Head Coach	4.27	4.53
Men's Coach	3.83	4.12
Women's Coach	4.06	4.38
Discipline Coach	3.36	3.78
Assistant Coach	3.00	3.50

In order to assess which positions and committees had the most power in the organization in regards to the plan implementation process, a score of 3.5/5 was selected as a cut-off point. All positions and committees that had a score higher than

3.5 were considered to have the significant power. The following positions and committees held significant power in the organizations. In descending order, the positions and committees were: head coach; director general; high performance committee; women's coach; high performance director; men's coach; national team committee; executive committee; vice president of national team; and the quadrennial planning committee. The mean score of these positions ranged from 3.63/5 to 4.27/5.

As can be seen, the type of positions and committees which scored high in terms of the current level of power, were predominantly concerned with the technical area of the organizations. Since the quadrennial plan focusses mostly on high performance sport, it is logical that these positions and committees should have the power to carry out plan implementation. Since the members holding these positions or serving on these committees are knowledgeable in the technical area of the sport, they are in the best situation to implement their organizational plan.

As suggested in Hickson et al.'s (1971) work, the notions of coping with uncertainty, substitutability, and centrality are important to consider for the assessment of power in organizations. Since the members holding these technical key positions are expert in regard to the sport, they may be considered powerful because they are not easily substituted. Their knowledge and expertise is valued and very important for the high performance aspects of the organizations. Furthermore, centrality also appears to be predominant and useful in explaining why the positions and committees concerned with the technical area hold the highest level of power. Essentially, the Quadrennial Planning Program focusses on the technical aspects of the organizations. As a result, the activities of this technical area are very much central to the design and implementation of the quadrennial plan. In turn, it appears logical that the key positions and committees dealing with the technical area hold the power in regard to the process of plan implementation in the organizations.

4.52 What Respondents Felt the Levels of Power Should Be for Individual Key Decision-Making Positions and Committees

When assessing what the power structure of the positions and committees should be, a score of 3.5/5 was also selected as the cut-off point. As shown in Table 4, the positions and committees that had a score greater than 3.5 were, in descending order, head coach, high performance committee, women's coach, quadrennial planning committee, director general, vice president of national team, men's coach, high performance director, national team committee, president, executive committee, vice president of high performance, discipline coach, technical director, domestic coordinator, executive director, board of directors, technical committee, and assistant coach. The respondents felt these positions and committees should have the most power in the organizations in regard to the plan implementation process. As with the results of the current levels of power, the majority of positions and committees that respondents felt should have power, dealt with the technical area of the organizations. As mentioned previously, this seems to be logical given the nature of the Quadrennial Planning Program. Since the overall objective of this program is to improve athletes' performances at the 1988 Olympic Games, the power structure for the process of plan implementation should, according to respondents, reside in those positions and committees that work in the technical area.

The results show that respondents felt that more positions and committees should have power for plan implementation than had currently held power. This has implications for the organizations. By allocating power to more positions and committees, the organizations may have input from a wider variety of members in regard to the process of implementation. However, this deconcentration of power may in fact impede the implementation of the plan. When several members or sub-units have the ability to make decisions in the organizations, a decrease in the efficiency of the process of implementation can potentially occur. This can essentially be explained by the fact that more time is needed before an agreement is reached between members in regard to a particular decision. On the other hand, if the power structure is concentrated and the power is held by a few, the decision can be made faster and can be carried out in the organizations more rapidly. Since the contribution of these positions and committees in the technical area are critical to the quadrennial plan and its implementation, it is logical that they should hold power.

In addition, when comparing the positions and committees that currently held and respondents felt should hold the highest level of power in regard to the plan implementation process, the results indicated that several positions and committees are common to both categories of power. As a matter of fact, according to the respondents, all the positions and committees that currently had power in the organizations in regard to the quadrennial plan, should have this power. In other words, respondents expressed congruency in their perceptions of the current level of power and what they felt it should be for certain positions and committees in the organizations. This congruency suggests that respondents are, for the most part, satisfied with the power structure in the organizations. Consequently, this may facilitate the implementation process of the plan.

Furthermore, it is interesting to examine the overall results on the current levels of power and what respondents felt it should be for the various positions and committees within the organizations. When comparing these results, differences (differences greater than .60 between the current power and what respondents felt it should be) can be seen in several cases. The cases where the score of what respondents felt should be the power was greater than the score of the current power, included the positions and committees of: athlete representative; vice-president of domestic development, research committee; coaching committee; women's committee; athlete committee; and finally, sport science coordinator.

It is interesting that the position of athlete representative and the athlete committee were perceived as a position and a committee which should hold more power in the organizations in regard to the process of plan implementation. It is feasible to suggest that members wish to see more power allocated to athletes because they are central to the objectives of the quadrennial plan. Since the Quadrennial Planning Program essentially focusses on improving the Canadian sport performances at the 1988 Olympic Games, it seems logical to include the athletes in the process. As mentioned earlier in the demographic information, athletes represented only 2.6% of the total number of respondents. The findings indicated that respondents wished to increase the involvement of athletes in the quadrennial planning process. In regard to the other positions or committees, it is interesting to notice the power of the vice-president of domestic development. As the results have shown, respondents felt that this position should hold more power than it does at the present. These results supported some of those from the values scale "plan content". Respondents suggested that a greater focus on the domestic development as well as the high performance aspects of their organization were desirable for plan implementation. The allocation of increased levels of power to the vice-president of domestic development supported this type of initiative.

In regard to the women's committee, respondents felt it had the least power. When compared to all other positions and committees, it had an average score of 1.88. Furthermore, when assessing the differences between the current level of power and what respondents felt it should be for all positions and committees, results for the women's committee showed the greatest difference. Respondents felt the women's committee should have more power (2.69), even though its score was still low when compared to other positions and committees. Although only 5 organizations had a women's committee, this low degree of power allocated to the sub-unit could be attributed to the fact that there are very few women involved in the administration of the sport organizations. As presented in the first section of this chapter, women who were involved in this study represented only 22.3% (110) of the total respondents.

It could be speculated that the mean score of the current level of power and what it should be for the women's committee is low when compared to the other positions and committees simply because of the ratio of women/men involved in national sport organizations. More specifically, it is often suggested that men are not fully aware of the issues of women in sport, and consequently, may consider a women's committee unimportant. On the other hand, women are, in general, seen as conscious of issues they face in sport. Consequently, they may feel the women's committee should have more power. However, because there are so few women involved in this study, their different views regarding the current level of power and what it should be, are not necessarily well reflected in the total results. In order to determine whether or not the views of men and women differed in regard to the current level of power and what it should be for the women's committee, a cross tabulation was carried out. The results of this statistical application were interesting. In regard to the current level of power, the perceptions of men vis-a-vis the power of the women's committee were similar to the women's perceptions. The male respondents' mean score for the power of the women's committee was 1.9/5, while the female respondents' mean score was 1.7/5. On the other hand, in regard to what the power should be, women felt that the women's committee should have more power in the process of plan implementation than did men. The female respondents' mean score for what the power should be for the women's committee was 3.2/5, while the male respondents' mean score was 2.6/5. However, it is interesting to note that 3 men (4%) felt that the women's committee should have "a great deal of influence", a score of 5, in plan implementation; no women expressed this response. Nevertheless, women, in general, believed the women's committee should have more power than it did at the time.

The remaining positions that had considerable differences between the current level of power and what it should be, consisted mostly of technical positions and committees. The coaching and research committees and the position of sport science coordinator are mostly concerned with the technical support aspects of the sport. More specifically, these committees and this position can potentially improve the technical aspects of organizations through their programs and activities. For example, the coaching committee can develop new ways to coach certain skills, the research committee can design an innovative way to train, and the sport science coordinator can find a new method to test the fitness level of athletes. In turn, these new technical developments in the organization will assist in the achievement of goals and objectives as stated in the quadrennial plan. By allocating more power to these position and committees, respondents may have felt that their contribution to the quadrennial plan could be beneficial. With more power, the position of sport science coordinator and the committees of research and coaching would be in a better situation to ensure developments in the technical area of the sport.

There were some cases where positions and committees had a lower mean score for what respondents felt the level of power should be rather than the current level of power. These positions and committees included the administration committee and the postion of director general. In both instances, the decrease in the mean score was small, .01 and .02, respectively. The administration committee had a mean score for the current level of power of 3.07 and what respondents felt the level of power should be was 3.05/5. The position of director general had a mean score of 4.24/5 for the current level of power and 4.23/5 for what respondents felt it should be. These differences may be minimal, however, they are considered important because in all other positions or committees, when comparing the current level of power and what it should be, the results showed an increase. Consequently, it was believed important to mention this committee and this position. It is interesting to note that this position and committee deals with the administration of the organization. Since the focus of the quadrennial plan is on high performance, respondents may have felt that the administration committee and the position of director general did not need more power in regard to the process of plan implementation since this position and committee were not directly involved.

There were also situations where very little increase was noticed between the current level of power and what respondents felt it should be. These positions and committees included: past president; secretary; executive committee; selection committee; executive director; and high performance director. Most of these dealt with the administration components of their organization. Respondents felt, once again, that the administration positions or committees should not gain more power for the implementation process of the plan. Their present power in their organizations was believed to be sufficient for the process of implementation of the plan. It is important to note that most of these positions and committees dealt with the administration aspects of the organizations. As suggested by Koontz et al. (1980) and Owen et al. (1981), planning is considered to be a major part of an organization's administrative system. However, as seen in this case, respondents in national sport organizations felt that the quadrennial plan was a major part of their organization's technical area. From these results, it could be speculated that members did not recognize the administrative consequences and requirements of plan development and implementation.

In summary, the results indicated that respondents felt the technical positions and committees, in general, currently held and should hold more power in the process of plan implementation while the administrative positions and committees should hold approximately the same degree of power. This suggests that respondents considered the planning system to be more important for the technical area than for the administration area of the organizations. Furthermore, these results may suggest that respondents felt the administrative area had not benefitted from the quadrennial plan. The results presented in this section also dealt with the fact that some positions and committees had shown an increase or decrease between the current level of power and what respondents felt it should be. Several speculations were proposed as to why differences existed in the assessment of power. The women's committee, sport science coordinator, research committee, and coaching committee showed an increase while the director general and the administration committee showed a decrease in the power held in regard to the implementation process of the plan. The positions and committees of past president, secretary, director general, executive committee, selection committee, executive director, and high performance director showed very little increase between the current level of power and what respondents felt it should be for plan implementation.

4.53 Current Level of Power of Collective Key Decision-Making Positions and Committees

In order to examine what respondents felt in regard to the current level of power and what it should be for groups of positions and committees, the positions held by volunteers were aggregated together, as were the positions of paid personnel and committees. As seen in Table 5, the results in this section indicated that paid personnel were perceived to hold the highest level of power in the organizations when it came to the plan implementation process.

TABLE 5

CURRENT LEVEL OF POWER AND WHAT THE LEVEL OF POWER SHOULD BE FOR COLLECTIVE KEY DECISION-MAKING POSITIONS AND COMMITTEES

Positions / Committees	Current Level of Power	What the Power Should Be
Volunteers	n=2	n=0
Committees	n=5	n=5
Paid Personnel	n=28	n=30

When the scores were aggregated in their own respective groups (volunteer positions, paid personnel positions, and committees) and the mean score was calculated for each organization, it was found that the majority of respondents of 28 (80%) national sport organizations believed that the paid personnel had more power than the committees (14.7%) or the volunteers (5.7%). These results may be explained by the fact that the paid personnel positions are essentially all situated in one location in Ottawa. Volunteers, on the other hand, are scattered throughout the country, respondents may believe that the paid personnel positions are essentially the link between these volunteers and the athletes.

As Pettigrew (1972:202) suggested, by being situated "at the junction of the communication channels", an individual can gain control over information and consequently, mobilize power. In the situation of sport organizations, the paid personnel are the link between the volunteer members and the athletes. As a result, the paid staff are often in positions where they have access to information which may lead them to acquire more power. Therefore, by being the link between the athletes and the volunteer members and by having access to valuable information, paid personnel may be in a better position to have the highest level of power for the process of plan implementation.

4.54 What Respondents Felt the Level of Power Should be for Collective Key Decision-Making Positions and Committees

In regard to results related to what respondents felt the necessary level of power should be for plan implementation, respondents again indicated that paid personnel should hold the highest levels. All the volunteer positions were aggregated together; the same procedure was carried out for the paid personnel positions and the committees. When this was done, the mean score for each of these groups was calculated by organization. According to the results in Table 5, the majority of the respondents of 30 organizations (85.7%) felt that the paid personnel should hold power in regard to the process of plan implementation. Respondents from the remaining 5 organizations (14.3%) felt that committees should hold power. No organizations had respondents who felt volunteers should have power in the process of quadrennial plan implementation.

The results related to the current level of power and what respondents felt it should be, showed that respondents of the majority of sport organizations felt that the paid personnel positions had and should have the highest level of power. These results can be found in Table 6.

TABLE 6 CONGRUENCY BETWEEN CURRENT LEVEL OF POWER AND WHAT THE POWER SHOULD BE FOR COLLECTIVE KEY DECISION-MAKING POSITION AND COMMITTEES

VOLUNTEERS:
No organizations had the majority of members who felt that volunteers currently had and should have the highest level of power in regard to the plan implementation process.

PAID PERSONNEL:
The following organizations had the majority of their members who felt that paid personnel currently had and should have the highest level of power in regard to the plan implementation process:
Canoeing, Shooting, Wrestling, Cross Country Ski,
Fencing, Basketball(women), Alpine Ski, Water Polo,
Ski Jumping, Weightlifting, Women's Field Hockey,
Men's Field Hockey, Rowing, Basketball(men), Judo,
Synchro, Soccer, Diving, Archery, Track & Field,
Rhythmic Gymnastics, Swimming, Table Tennis,
Speed Skating, Figure Skating, Cycling

COMMITTEES:
The following organizations had the majority of their members who felt that committees currently had and should have the highest level of power in regard to the plan implementation process:
Boxing, Bobsleigh & Luge, Yachting

EXCEPTIONS:
The following organizations had the majority of their members who felt that the group who currently held the highest level of power should not have the highest level of power in regard to the plan implementation process:
Volunteer=current level of power
Paid Personnel=what should be the power
Volleyball, Biathlon

Paid Personnel=current level of power
Committee=what should be the power
Nordic Combined, Team Handball

Committee=current level of power
Paid Personnel=what should be the power
Gymnastics(men), Gymnastics(women)

From the results on power, one could suggest that in sport organizations, power is in the hands of a small group of members; paid personnel. This situation has been discussed by Beamish (1985) in his study of sport executives and voluntary associations. He stated that "power in the sport organizations is enjoyed by a small executive group" (1985:229). As suggested in the second chapter, this can assist in the process of plan implementation. If the power is held by a few positions, the decisions regarding the plan implementation can take place and be carried out more quickly than if the power is dispersed throughout the organizations. The situation does however, have obvious ramifications for equal representation in sport.

The paid personnel may have more power than volunteers and committees because of the information and the knowledge they have. As mentioned earlier, control over information can be a critical resource by members for mobilizing power (Pettigrew, 1972). Since the paid personnel are situated in the center of the information flow for the national sport organizations, they can enjoy more power than their colleagues holding volunteer positions or holding positions on committees. It seems quite logical then, for respondents to feel that the paid personnel have and should have the key decision-making power in the organization when it comes to the process of plan implementation.

In summary, some interesting findings were observed in this section dealing with the concept of power. For the individual positions and committees, the results suggested that technical positions and committees have and should have power in the process of plan implementation. The results also suggested that the national sport organizations showed oligarchical trends in that power was held by few members. Furthermore, when the positions and committees were grouped in the categories of volunteer positions, paid personnel positions, and committees,it was clear from the responses that the paid personnel have and should have power in the organizations.

F. 4.6 RESULTS : INTERACTIONS

As explained in the previous chapter, the concept of interactions included three different sets of questions. Each of these sets of questions were scaled. These scales consisted of the mechanisms for plan implementation, the effects of the Quadrennial Planning Program, and inter-personnel, inter-unit relationships in the national sport organizations. Consequently, for the purposes of this section, the results are presented under these three headings.

4.61 Mechanisms for Plan Implementation

This scale dealt with the actual mechanisms in place in the organizations to assist the implementation process of the plan. The reliability analysis carried out resulted in a coefficient alpha score of α=.7678. As presented in Table 7, results indicated that all national sport organizations were comprised of members who were highly committed to the mechanisms or systems developed for the process of plan implementation. This commitment to interactions was important because it meant that respondents felt positively about the mechanisms in place to monitor the implementation process of the quadrennial plan. In turn, if the respondents were positive in regard to the existence of these mechanisms, the likelihood of successfully implementing the plan was greatly increased because respondents expressed their satisfaction with the existing resources. In regard to consensus, 16 organizations (45.7%) had the majority of their respondents demonstrating low levels of consensus. The remaining 19 (54.3%) national sport organizations had the majority of respondents who demonstrated high levels of consensus when it came to the mechanisms in place for the implementation of the quadrennial plan. In this latter situation, the process of plan implementation would probably be facilitated because respondents have expressed their satisfaction toward the mechanisms of the quadrennial plan.

Koontz et al. (1980) suggested that a lack of adequate control techniques could act as an impingement to the actual success of plan implementation. More specifically,

TABLE 7 INTERACTIONS: MECHANISMS FOR PLAN IMPLEMENTATION

	COMMITMENT	
CONSENSUS	Low (15 or less)	High (15.1 or more)
Low (15% or more)		Volleyball, Alpine Ski, Ski Jumping, Nordic Combined, Men's Field Hockey, Diving, Rhythmic Gymnastics, Bobsleigh & Luge, Team Handball, Basketball(men), Archery, Swimming, Speed Skating, Figure Skating, Boxing, Judo
High (14.9% or less)		Canoeing, Wrestling, Fencing, Women's Field Hockey, Synchro, Cross Country Ski, Gymnastics(men), Basketball(women), Water Polo, Biathlon, Cycling, Yachting, Weightlifting, Shooting, Track & Field, Rowing, Gymnastics(women), Soccer, Table Tennis

they suggested that a lack of mechanisms would likely prevent members from going through the process of plan implementation within their organizations. If members do not have any methods of following up on the plans, the exercise of planning within the organizations in question would probably not be very successful. Hellriegel et al. (1986) suggested a similar view when they noted that in the situation of change, organizations must have effective mechanisms or ways to adapt. Sport organizations are no exception. The respondents of these organizations require interaction mechanisms to assist in the plan implementation process. Mechanisms such as key performance indicators, regular meetings, written reports, evaluations, and assigned responsibility for the plan implementation all have the potential to be helpful for sport organizations. If the respondents were highly committed to these mechanisms, they would feel positive about the process of plan implementation. However, if the respondents were not committed, they would feel uncomfortable in regard to the mechanisms in place in the organizations. Consequently, the members of organizations could feel that the process of plan implementation would be out of reach. Hence, the exisitence of mechanisms in the organizations would allow members to monitor how the process of plan implementation was being carried out. These mechanisms would provide feedback for members as they implemented their plan. In turn, with this feedback, the members could assess the progress of plan implementation.

This high level of commitment by organizational respondents vis-a-vis interactions may be explained by the nature of the plan. Since the development of mechanisms was part of the design of the plan, it may be speculated that respondents may have committed to these because they were involved in the development at the beginning of the Quadrennial Planning Program. The respondents displaying a high level of consensus would probably adhere to these mechanisms. The respondents who demonstrated low levels of consensus may not have been implicated in the development of the mechanisms. As a result, they may not feel ownership towards them.

4.62 Effects of the Quadrennial Planning Program

This scale focussed specifically on the effects on high performance national sport organizations as a result of the Quadrennial Planning Program. Specifically, the identification of strengths and weaknesses, the collection of logical and systematic information, the development of a general planning system, the development of high performance sport, the identification of key issues, and a thorough review of the organization and its effectiveness were seen as the major resultant effects that the Quadrennial Planning Program had on the organizations involved in this study. The reliability analysis carried out on these items resulted in a coefficient alpha score of α=.8009. The selection of these effects were taken from Sport Canada documents. It was believed that these effects could potentially influence the process of plan implementation.

As presented in Table 8, the results indicated a high degree of commitment by respondents from all organizations. However, when it came to consensus, the majority of respondents from 9 (25.7%) national sport organizations demonstrated low degrees of consensus in existence regarding the effects that the Quadrennial Planning Program had on various systems of their organization. Organizations with respondents who showed high levels of commitment and consensus would probably find it easier to implement the quadrennial plan than the organizations with respondents displaying a high level of commitment and a low level of consensus in regard to the effects of the Quadrennial Planning Program. The respondents who were committed and in consensus perceived the effects of the Quadrennial Planning Program as being helpful for the overall organization. On the other hand, the respondents who were committed but not in consensus did not necessarily agree on the effects of the Quadrennial Planning Program. Some respondents felt that these effects had been positive while others felt they had been negative. Consequently, the process of plan implementation may undergo some difficulties.

TABLE 8 INTERACTIONS: EFFECTS OF THE QUADRENNIAL PLANNING PROGRAM

CONSENSUS	COMMITMENT Low (16 or less)	COMMITMENT High (16.1 or more)
Low (15% or more)		Fencing. Nordic Combined. Men's Field Hockey. Rhythmic Gymnastics. Basketball(women). Basketball(men). Judo. Archery. Yachting
High (14.9% or less)		Volleyball. Alpine Ski. Ski Jumping. Canoeing. Women's Field Hockey. Diving. Wrestling. Boxing. Bobsleigh & Luge. Team Handball. Synchro. Soccer. Shooting. Swimming. Speed Skating. Figure Skating. Cross Country Ski. Gymnastics(men). Rowing. Water Polo. Biathlon. Cycling. Weightlifting. Track & Field. Table Tennis. Gymnastics(women)

As previously discussed, the implementation of a plan consists of organizational change and therefore, will likely have an effect on the organizations in question. Koontz et al. (1980), Hellriegel et al. (1986), and Daft (1983) have all noted the fact that organizational members will often resist change. For example, individuals will tend to resist the potential impact of the change by practising selective attention and listening. Since the respondents displayed high levels of commitment towards the effects of the quadrennial plan, one may speculate that they may no longer be wary of the change taking place and the effects it will have on their organization. These respondents may have already been aware of the effects caused by the implementation of the plan because of the time period elapsed between the start of the program and the survey. As a result, the implementation process of the plan was well underway when they responded to the questionnaire.

The low level of consensus expressed by some respondents of 16 organizations may be an indication of their hesitancy to accept the changes that have occured as a result of the Quadrennial Planning Program. In other words, respondents may be hesitant when it comes to the impact that plan implementation had on their organizations. In order to alleviate this feeling of hesitancy, Koontz et al. (1980) suggested that the top managers should build mechanisms of awareness of change and develop an ability to forecast it in order to create an open mind attitude towards the changes occuring in their organizations as a result of the plan implementation. Daft (1983) acknowledged the fact that changes will indeed have an effect on the organization and organizational members may be reticent when facing the changes in question.

As a result, it is important to consider the consequences of change through the use of interactions because they could help organizational members in the process of plan implementation. In the situation of sport organizations, an understanding of the effects of the Quadrennial Planning Program could provide additional information to the members in regard to the implementation of the plan. In turn, this information would be useful in determining whether the effects of the Quadrennial Planning Program were positive or negative.

4.63 Inter-Personnel and Inter-Unit Relationships

The scale of inter-personnel and inter-unit relationships dealt with the existence of a number of links in the organizations: relationships between members working in the administration area and working in the technical area; relationships between volunteer and paid personnel; relationships between the organization and other organizations; and finally, relationships between the organization and Sport Canada. The reliability analysis carried out on these items resulted in a coefficient alpha score of α=.7060.

As seen in Table 9, the results of this scale show three different situations. In the first instance, only 2 (5.7%) national sport organizations had a majority of respondents who demonstrated low degrees of commitment as well as low degrees of consensus towards the inter-personnel and inter-unit relationships. In the second instance, 22 (62.9%) national sport organizations had a majority of respondents who were highly committed but showed a low degree of consensus when it came to the quality of the relationships existing in the organizations. In the third instance, 11 (31.4%) national sport organizations had a majority of respondents who demonstrated a high degree of commitment as well as a high degree of consensus among respondents.

As Hinings and Slack (1987) suggested, the introduction of plans tends to create conflict since planning forces organizational members to face their differences. One could speculate that the organizations who have members displaying high degrees of commitment in addition to high degrees of consensus would be in a favorable position for the implementation of their quadrennial plan mainly because of their positive attitudes toward the inter-personnel and inter-unit relationships in existence in their organizations. On the other hand, for organizations that are comprised of members who have low levels of commitment and/or low levels of consensus in regard to relationships, conflict could emerge in the organizations and subsequently interfere with the quadrennial plan. If organizational members did not agree with the quality of the relationships or were not

TABLE 9 INTERACTIONS: INTER-PERSONNEL, INTER-UNIT RELATIONSHIPS

CONSENSUS	COMMITMENT Low (15 or less)	High (15.1 or more)
Low (15% or more)	Archery, Team Handball,	Volleyball, Canoeing, Ski Jumping, Nordic Combined, Rhythmic Gymnastics, Boxing, Wrestling, Fencing, Bobsleigh & Luge, Basketball(men), Basketball(women), Rowing, Swimming, Speed Skating, Figure Skating, Biathlon, Water Polo, Yachting, Shooting, Judo, Weightlifting, Gymnastics(men)
High (14.9% or less)		Alpine Ski, Women's Field Hockey, Cycling, Synchro, Diving, Cross Country Ski, Soccer, Men's Field Hockey, Track & Field, Table Tennis, Gymnastics(women)

committed to them, then chances are great that conflict would exist.

If the members within the national sport organizations considered the relationships to be positive, then they would probably be very satisfied with their rapport with other members, other sub-units and/or other organizations. Thus, the actual set for plan implementation would likely be very favorable. On the other hand, if organizational members considered the relationships to be problematic or negative, they would probably be displeased with their rapport with other members, other sub-units and/or other organizations. As a result, the implementation of the plan could prove to be a real challenge in this least promising milieu. Members would end up managing conflict instead of managing the change that the quadrennial plan brought about. As Walsh et al. (1981) explained, conflict may arise in organizations when members or groups attempt to exercise power to determine outcomes in conformity with their own interests and values. Since each member has different values and different interests, the outcomes they attempt to determine in the organizations may also be different and consequently, this may create conflict between members and between groups. Since conflict affects values, power, and interests, the existence of negative relationships will likely impinge on the implementation of any plan. In the case where conflict does arise, it becomes important to develop mechanisms that will help alleviate these conflicts in organizations. As seen, organizations comprised of members who expressed low commitment and/or low consensus, could be an indication of the existence of conflict between members, sub-units and/or other organizations. Mechanisms such as regular meetings, evaluation procedures, clear delineation of roles played by organizational members in regard to the process of plan implementation, and so on would assist in the management of conflict and even perhaps in its prevention.

The analysis of the three scales for the concept of interactions is important since it considers different issues in the organizations, the mechanisms, the effects, and the inter-personnel, inter-unit relationships. The results of these three scales show some similarities, that is, in each scale, most of the organizations have members who are highly committed to the interactions but displayed different levels of consensus among each other. One could speculate that the implementation of the plan would be facilitated in the organizations that are comprised of highly committed members in agreement along all three scales. Several organizations were found in that category; women's field hockey, synchronized swimming, cross country skiing, women's gymnastics, cycling, soccer, track and field, and table tennis. The majority of respondents from these organizations were committed and in agreement with the interactions in place in their organization for the process of plan implementation, therefore, they will probably subscribe to the plan. However, in the situation where the members are highly committed but not necessarily in consensus in all the three scales, it may be difficult to actually implement the plan. The remaining 27 organizations would be considered in this category since they have respondents who have expressed varying levels of consensus and in some cases, varying levels of commitment.

G. 4.7 VALUES, INTERESTS, POWER, AND INTERACTIONS: DYNAMICS OF PLAN IMPLEMENTATION

As can be seen from the results, the level of commitment and the level of consensus are both important if one is to speculate on how the implementation process of the quadrennial plan in national sport organizations is proceeding. A number of interesting observations can be made from the results on the dynamics of plan implementation in national sport organizations. The results appear to suggest that the members of the national sport organizations differ in their views regarding values, interests, and interactions of the dynamics of plan implementation. For example, an organization may be comprised of organizational members who are highly committed and in agreement for the concept of values but when it comes to resources, these members are not very committed and are not in agreement about values related to resources and their availability.

This investigative study revealed some interesting findings. Based on these findings, some speculations were made in regard to the levels of commitment and consensus displayed by members of the organizations studied. In the first instance, values of members were assessed using two scales.

The two most interesting observations were found for the concepts of interests and power. For the concept of interests, it was clear from the results that a number of members were dissatisfied with their organization's resources for the implementation of the plan. For the concept of power, the majority of members, regardless of whether or not they were volunteers or paid personnel, felt that paid personnel had and should have the power for the process of plan implementation.

In the following paragraphs, the inter-relationships of all four concepts will be considered. Based on these inter-relationships, the discussion will speculate on some of the difficulties or successes an organization may go through when implementing the quadrennial plan. It would appear viable to suggest that organizations comprised of members who expressed high levels of commitment and consensus for values, interests, and interactions and expressed level and congruency with power, would in all probability, be successful in implementing their plan. The organizational members would subscribe to the plan, they would value the organizational rationalization that the plan brings about, and they would also value the content of the plan document. They would feel comfortable with the availability of the resources and its distribution in the organization for the process of plan implementation. In addition, these members would consider the interactions suitable for plan implementation.

As suggested by Hinings and Slack (1987): high levels of commitment vis-a-vis values and interests; high degree of satisfaction with the power structure; and the development of interactions to handle difficulties such as conflict will all contribute to an "ideal" implementation process of change. Unfortunately, in this research, no sport organizations had all these dynamics present for plan implementation.

No high performance national sport organizations had members who expressed high levels of commitment and consensus for all three concepts of values, interests, and interactions, and satisfaction with the concept of power. This could suggest that all national sport organizations involved in this study may encounter varying degrees of difficulty when they implement their plan. This degree of difficulty will depend upon the organizational members' perceptions vis-a-vis the four concepts. If all concepts have equal importance in the process of plan implementation, one can speculate that the organizations of women's field hockey, cross country ski, cycling, soccer, and track and field will have less difficulty implementing their plan compared to the remaining thirty sport organizations because they have members who display high levels of commitment and consensus in two concepts, values and interactions. Furthermore, the majority of members of these 5 organizations expressed the fact that congruency existed between the current level of power and what it should be. For the concept of interests, members in these organizations are not comfortable with the availability of the resources for the implementation of the plan. As a result, difficulties may arise in the implementation process.

For the organizations comprised of members who displayed various levels of commitment and consensus for the concept of values, interests, and interactions and felt that the actual power structure was not appropriate, one could speculate that the plan implementation process would be very challenging. Specifically, one organization, nordic combined, may find the process of plan implementation very difficult to undertake since the members are not in consensus with the concepts of values, interests, and interactions and they are not totally satisfied with their present power structure. Consequently, a number of organizational members involved with this particular organization may not subscribe to the quadrennial plan their organization developed.

In other organizations such as archery, team handball, fencing, rhythmic gymnastics, and judo, the process of plan implementation may be difficult to undertake because members expressed dissatisfaction in three of the four concepts. The remaining organizations appear to be comprised of members who expressed dissatisfaction for the plan in two of the four concepts. As a result, one could speculate that these members would have less difficulty in successful plan implementation than the members of the previous organizations.

In closing, the results found in this research appear to have a number of implications for how the actual implementation of the quadrennial plan will proceed in the national sport organizations. The following chapter will deal with these implications and will present the major conclusions of this study.

CHAPTER 5

A. 5.1 INTRODUCTION

This final chapter is essentially divided into three major sections. The first section consists of a summary of the research that was presented in the first four chapters. This section focusses particularly on three areas: a summary of the theoretical background on which this study was based; a brief overview of the methodology selected to carry out this research; and finally, the major findings. In the second section of this chapter, the conclusions of this study on the dynamics of plan implementation are discussed. Finally, in the last section, recommendations for the Quadrennial Planning Program and its process of implementation in the high performance national sport organizations are presented. Some recommendations for future research in the field are also discussed.

B. 5.2 SUMMARY

5.21 Theoretical Background

The purpose of this research was to investigate the dynamics of plan implementation in high performance national sport organizations. The Quadrennial Planning Program was first introduced by Sport Canada, in 1984, to allow national sport organizations to design a four year plan in order to improve athletes' performances at the 1988 Olympic Games. The sport organizations are now involved in the process of plan implementation. The investigation of this process involved the examination of four concepts; values, interests, power, and interactions. The selection of these four concepts originated from the work of several authors. More specifically, Ranson et al. (1980b), in their conceptual framework on the study of organizations' structure, introduced the first two concepts; values and power. Shortly after, Walsh et al. (1981)

used these two concepts and introduced the concept, interests for their work on power and advantage in organizations. Greenwood and Hinings (1987) further discussed these three concepts in their work on the dynamics of organizational change. In their study on planning and change in national sport organizations, Hinings and Slack (1987) discussed the three concepts and introduced the fourth, interactions.

Based on these authors works, it was believed that an investigation of the four concepts would provide a sound foundation for the study of the dynamics of plan implementation in national sport organizations. The work of these authors, along with others in the organizational literature dealing with elements of values, interests, power, and/or interactions, were utilized extensively in order to better understand the dynamics of plan implementation.

Briefly, values were found to guide actions and behaviors of members of organizations. It was important to examine the values of members in national sport organizations in order to assess how members would feel in regard to the implementation process of their organizational plan. For the concept of interests, members had the opportunity to express their views on the resources available for the process of plan implementation. This was useful to determine whether or not members were satisfied with the financial, material, human, expertise, and time resources. Power in this study,dealt with the ability of members to make decisions. Respondents were asked to assess the current level of power and what the power of volunteers, paid personnel positions, and committees should be in regard to plan implementation. Interactions, on the other hand, focussed on the existing mechanisms in place in the organizations for the implementation process. Members were asked to state their satisfaction with the mechanisms of plan implementation, the effects of the Quadrennial Plan Program, and the inter-personnel, inter-unit relationships within the sport organizations. Following the explanation and investigation of these four concepts, a discussion of their inter-relationships was presented. The literature suggested that resource allocation and the power structure in organizations was a reflection of the members' values. Consequently, members in dominant positions may attempt to maintain their resources in order to keep the power. Since the process of change can potentially bring on such issues as conflict, it becomes imperative to design interactions to facilitate this process. With the introduction of the Quadrennial Planning Program, members of the high performance sport organizations had to design plans and consequently, face the issue of change. The investigation of the dynamics of plan implementation took place as the organizations were going through the process of implementation.

5.22 Methodology

In order to assess the dynamics of plan implementation in the national sport organizations, the survey research method was selected. A questionnaire comprised of 64 questions dealing with values, interests, power, and interactions was sent to a sample of individuals involved in the implementation process of their organizational quadrennial plan. The questionnaire was adapted to each organization because of the differences in the nomenclature of positions and committees and the power structure in existence. As a result, the two sets of questions on power differed from organization to organization. This questionnaire was sent to key members who held positions that were believed to be important in the process of plan implementation. These members included both volunteers and paid personnel. The number of members selected differed from organization to organization because of the positions, the structure, and the size of the sport organization. In total, 494 individuals responded to the questionnaire for a response rate of 80.19%.

Each questionnaire was coded and stored in a computer file where appropriate statistical applications were carried out using the SPSSx program. In order to analyze the data, the four concepts were operationalized into scales. The concept of values was divided into two scales: organizational rationalization and plan content. Interests consisted of one scale including all variables dealing with this concept. The concept of power did not encompass the use of scales because of the type of questions asked.

The two sets of questions were divided into two categories: the current level of power and what respondents felt it should be for key volunteers, paid personnel, and committees in the organization. For interactions, three scales were used: mechanisms of plan implementation; the effects of the Quadrennial Planning Program; and inter-personnel and inter-unit relationships.

The analysis of these four concepts consisted essentially of the investigation of the level of commitment and the level of consensus in regard to values, interests, and interactions; and the investigation of the level of power and the congruence between the current level of power and what respondents felt it should be. This analysis was carried out by organization.

5.23 Findings

The following is a brief summary of the findings of this study. In regard to values vis-a-vis organizational rationalization, the majority of respondents in most of the national sport organizations showed high levels of commitment and consensus. These results indicated that respondents valued the process of rationalization (i.e., rules, procedures, systems, and so on) that was brought about by plan implementation. For the analysis of values vis-a-vis plan content, some organizations had the majority of members display a high level of commitment but a low level of consensus. For the organizations with respondents demonstrating high levels of commitment and consensus, it was speculated that the process of plan implementation would be facilitated. However, in the organizations where the level of consensus was low, it was suggested that the organizations could experience some difficulty in the implementation process of their plan. This low level of consensus was attributed to the fact that some respondents were dissatisfied with the content of their organizational plan because it focussed solely on high performance. From the comments, it was clear that respondents would have been more comfortable with the plan if it had dealt with both the domestic development and the high performance aspects of the organization.

In regard to the availability of resources, the results indicated that organizations had respondents displaying a variety of levels of commitment and consensus. It was speculated that these differences suggest that respondents were dissatisfied with the availability of resources for the plan implementation process. It was suggested that resource dependency by the organizations on Sport Canada was a contributing factor to this dissatisfaction expressed by the respondents. Furthermore, it was speculated that members were displeased because most of the resources were directed to the high performance aspects of the organization to the detriment of domestic development.

In regard to power, in general, the majority of respondents in organizations felt that the technical positions held the highest level of power in regard to the process of plan implementation. Furthermore, these respondents also felt that the technical positions should have this power. It was speculated that this congruency between the current level of power and what respondents felt it should be, would facilitate the process of plan implementation. When the volunteer positions, the paid personnel positions, and the committees were grouped, congruence between the current level of power and what respondents felt it should be was also in evidence. The majority of respondents in most sport organizations felt the paid personnel positions held and should hold the power for the implementation process of their organizational plan. From these results, it was speculated that plan implementation would be facilitated because, in general, respondents were satisfied with the positions or groups of positions that held power. On the other hand, for the organizations that had the majority of their respondents expressing incongruency between the current level of power and what respondents felt it should be, of positions or committees, it was suggested that the plan implementation process could have been challenging.

In regard to interactions, three scales were used. Therefore, the results were divided into three categories. In the mechanisms of plan implementation, some organizations had the majority of their respondents expressing high levels of commitment and consensus, while other organizations had the majority of their respondents displaying high levels of commitment and low levels of consensus. It was speculated that respondents were highly committed to mechanisms because they had been part of the design of the plan. Consequently, these mechanisms had been in place since the design of the plan and respondents felt comfortable with their usefulness. As for the varying levels of consensus, it may have been attributed to the fact that because of the reduction of financial resources by Sport Canada, some respondents felt their plans had become unrealistic and so had the mechanisms to assess the progress of plan implementation. In the effects of the Quadrennial Planning Program, similar results were found. Some organizations had the majority of respondents demonstrating high levels of commitment and consensus and other organizations had the majority of members displaying a high level of commitment and a low level of consensus. The results found here were attributed to the fact that the effects of the Quadrennial Planning Program had been felt ever since the start of the process of implementation of the plan. Consequently, respondents had some time to deal with the effects following the beginning of the plan implementation and the survey questionnaire. This time period may have allowed problems to be dealt with. For the inter-personnel, inter-unit relationships, a few organizations had the majority of respondents expressing a low level of commitment and consensus; other organizations had members displaying high levels of commitment and consensus. Most organizations, however, had the majority of their respondents displaying a high level of commitment and a low level of consensus. Members who expressed low levels of consensus were probably dissatisfied with some of the inter-relationships within their organizations in regard to the process of plan implementation.

C. 5.3 CONCLUSIONS AND DISCUSSION

From the results of this study, several conclusions can be drawn. The results on values toward the content of the plan and on resources appeared to suggest that members have difficulty with the Quadrennial Planning Program. More specifically, the focus on the high performance area in the quadrennial plan is seen as being detrimental to the domestic development area of the organization.

These results are also reflected in the comments made by some of the members. From the comments, members suggested that the quadrennial plan put too much emphasis on high performance. Eventually, the sport would suffer because the domestic development area is not receiving any support to maintain and pursue the activities and systems in place in order to achieve their objectives. Some members felt that only a few top athletes were being catered to while a large number of potential athletes were being virtually ignored.

Another point based on the results on power, consisted of the fact that the plan did not appear to be considered a major administrative concern. On the contrary, as the results seemed to suggest, the quadrennial plan was believed to be a major technical concern. For example, according to the members, the administrative positions and committees of the organizations did not appear to hold any power in regard to the implementation process of the quadrennial plan. However, the technical positions and committees appeared to hold the highest levels of power in the organization for the process of plan implementation. From these results, it was speculated that only the technical area of the organizations benefitted from the quadrennial plan. No consideration was given to the administrative requirements necessary to manage a technical plan. For example, members did not take into account the amount of work or the coordination that would be needed for the design and implementation of a technical plan. Consequently, the process of plan implementation could become difficult. The expectations of members in regard to this process were potentially not met and as a result, their levels of commitment and consensus vis-a-vis values, interests, and interactions, and their perception of the power structure differed, which could have led to even more difficulty in the implementation of the plan.

In addition to the focus on high performance and the increase power of the technical positions and committees, it appears from the results that no organization is displaying the "ideal" dynamics for plan implementation. Some organizations, however, obtained favorable results on most of the four concepts. Consequently, these organizations were perceived to be the ones that would have less difficulty implementing their plan. The organizations which had the least favorable scores on most of the concepts were considered to be the ones that would find the process of plan implementation very difficult.

D. 5.4 RECOMMENDATIONS

The major recommendations made following the completion of this research are divided into two categories: recommendations in regard to the Quadrennial Planning Program and recommendations for future research in this field.

5.41 Recommendations in Regard to the Quadrennial Planning Program

Based on the results and the comments of members involved in this study, it appears appropriate to suggest to the initiators of the Quadrennial Planning Program, Sport Canada, to extend their planning process to include all domains of the organizations. Specifically, the Quadrennial Planning Program should address every component of the organizations such as high performance, domestic development, mass participation, administration, and so on. Members, in general, were pleased with the development of a four year plan for their organization. However, these members were not totally comfortable with a plan that focussed only on one aspect of the organization, high performance,

Furthermore, before undertaking the design and subsequent implementation of a plan, the organizations should be aware of the resources they have within their organization to carry out this process. If the design and implementation of the plan is funded by Sport Canada, the members of the organizations should know the amount of funds that will be allocated to the planning endeavour.

5.42 Recommendations for Future Research

As mentioned earlier, this study of the dynamics of plan implementation was part of a larger research project on planning and change in high performance national sport organizations. It is therefore recommended that the dynamics of plan implementation need to be considered in light of the taxonomic groupings developed by Hinings and Slack (1987). In addition, it is recommended to investigate how these dynamics may affect the structure of the organizations.

Furthermore, the differences in values, interests, power, and interactions by the demographic information such as gender, organizational position, status of volunteer or paid personnel, length of involvement in the organization, and so on, should be investigated.

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APPENDICES

Appendix A Questionnaire: The Management of National Sport Organizations

Appendix B Letter Requesting Organizational Information

Appendix C List of the National Sport Organizations

Appendix D National Sport Organizations, Sample Size, and Response Rate

Appendix E First Set of Covering Letters (English and French)

Appendix F Reminder Postcard

Appendix G Second Set of Covering Letters (English and French)

Appendix A Questionnaire: The Management of National Sport Organizations

La version francaise de ce questionnaire se trouve au verso.

THE MANAGEMENT OF NATIONAL SPORT ORGANIZATIONS

This questionnaire is organized in sections, each of which is concerned with some aspect of your role in your National Sport Organization, your views of the organization, and so on. Most of the questions can be answered by circling or checking the answer you choose. We have also left some space at the end of the questionnaire for any further comments you may wish to make. Please ignore the figures in the right hand column of the page; they are only there to facilitate the processing of the questionnaire and do not represent scores. WE WOULD LIKE TO STRESS THAT YOUR ANSWERS WILL BE TREATED IN THE STRICTEST CONFIDENCE AND THAT YOU WILL REMAIN COMPLETELY ANONYMOUS. ALL RESPONSES WILL BE AGGREGATED.

Section 1

First, we are interested in your attitudes towards a variety of aspects of National Sport Organization activities, such as planning, high performance sport development, relations with government, etc. Please circle the response which corresponds most closely to your opinion.

SA = Strongly Agree, A = Agree, NA = Neither Agree nor Disagree, D = Disagree, SD = Strongly Disagreee

1. The formulation of procedures such as staff contracts, operating procedures, program guidelines, etc., should not be an administrative priority within our organization. SA A NA D SD

2. The things we have outlined in our quadrennial plan will be a great help to the development of our organization. SA A NA D SD

3. I feel that volunteers acting without staff are no longer sufficient to handle the operation of our organization. SA A NA D SD

4. I believe that Sport Canada should not become involved in the planning and development of our sport organization's programs. SA A NA D SD

5. The Quadrennial Planning Program has been a great asset to our organization. SA A NA D SD

6. Ensuring the development of elite level athletes should not be one of the major financial responsibilities of our organization. SA A NA D SD

7. I feel it is very important for us to gain the aid of corporate sponsors. SA A NA D SD

8. The primary function of our organization should be to produce high performance, i.e., national and international level athletes. SA A NA D SD

9. Frequent and regularly scheduled meetings (e.g. board, executive, committee, etc.) are not important to the operation of our organization. SA A NA D SD

10. The things we outlined in our quadrennial plan are mainly to appease government funding agencies. SA A NA D SD

11. I believe that the hiring of professional staff is essential if we are to greatly improve the operation and programs of our organization. SA A NA D SD

12. I do not believe that Sport Canada's involvement in our sport should be ongoing and direct. SA A NA D SD

13. I believe our organization places a high importance on quadrennial planning. SA A NA D SD

14. In our sport, the money we could get from corporate sponsorship is not worth the time and effort we have to put into it. SA A NA D SD

15. A large amount of professional and volunteer staff time should be concerned with the administration and development of elite/high performance programs. SA A NA D SD

16. I believe that it is important for our organization to make use of formally laid down policies and procedures. SA A NA D SD

17. In order for us to maximize our effectiveness, our organization's structure and processes should be ad hoc and informal rather than structured and formalized. SA A NA D SD

18. The majority of our quadrennial plan is just "garbage" and will not really help our organization. SA A NA D SD

19. The quadrennial plan we have developed outlines realistic expectations for our organization. SA A NA D SD

20. I believe that the employment of paid professional staff has greatly aided the development of our organization. SA A NA D SD

21. I believe that the direct involvement of Sport Canada in our organization's activities and programs is not beneficial to its development. SA A NA D SD

22. I feel we are only involved in the quadrennial planning program because it is a means by which we can get money from government. SA A NA D SD

23. I believe that the emergence of direct Sport Canada involvement in a growing number of areas related to our sport organization has greatly helped our development. SA A NA D SD

24. Quadrennial planning takes away from the time we have to get on with the more important aspects of our organization's operation. SA A NA D SD

25. Corporate sponsors are an important component in the operation of our national sport organization. SA A NA D SD

26. I believe that the majority of people who participate in our organization's programs should do so for the recreational aspects of the sport, not for the desire to become high level performers. SA A NA D SD

27. I do not feel that professional staff are able to assist our organization's development any more than a dedicated group of volunteers. SA A NA D SD

28. Obtaining money from a corporate sponsor merely means that our organization loses some of its autonomy. SA A NA D SD

Section II

Sport organizations are now in the implementation phase of quadrennial planning. We are interested in how this is being carried out in your organization and how well the whole process is going. Please circle the appropriate response.

29. Does your organization have an individual (professional or volunteer) whose major function is to ensure the implementation of the quadrennial plan?

Yes No Don't Know

30. Does your organization have regular meetings of **volunteers** to review the progress of quadrennial plan implementation?

Yes No Don't Know

31. Does your organization have regular meetings of **professional staff** to review the progress of quadrennial plan implementation?

Yes No Don't Know

32. Does your organization have regular meetings of **volunteers and professionals, together**, to review the progress of quadrennial plan implementation?

Yes No Don't Know

33. Does your organization issue regular reports on the progress of quadrennial plan implementation?

Yes No Don't Know

34. Has your organization developed key performance indicators for quadrennial plan implementation?

Yes No Don't Know

35. How would you rate the collective expertise, **relative to planning**, of the people (both volunteer and professional) charged with implementing the quadrennial plan?

Low Somewhat Low Average Somewhat High High

The Quadrennial Planning Program was meant to address issues of management in national sport organizations. We are interested in your opinion on these issues. Please indicate your opinion on the following statements by underlining the response which corresponds most closely to your opinion.

36. The quadrennial planning program has (streamlined/had no influence on/ slowed down) the activities of our organization.

37. The quadrennial planning program has (improved/had no influence on/ worsened) the identification of our organization's strengths and weaknesses.

38. The quadrennial planning program has (helped/had no influence on/ obstructed) the collection of logical and systematic information about our organization.

39. The quadrennial planning program has (helped/had no influence on/ obstructed) our organization's development of a general planning system.

40. The quadrennial planning program has (helped/had no influence on/ obstructed) the development of high performance sport in our organization.

41. The quadrennial planning program has (helped/had no influence on/ obstructed) the identification of key issues in our organization.

42. The quadrennial planning program has (helped/had no influence on/ obstructed) a thorough review of our organization.

43. The quadrennial planning program has (helped/had no influence on/ obstructed) our organization's effectiveness.

Section III

To implement plans, and to run an efficient and effective national sport organization it is necessary to have appropriate resources of time, people, money, equipment and facilities available. We are interested in finding out your opinions on the suitability of the resources that your organization has to implement its quadrennial plans. Please circle the response which corresponds most closely to your opinion.

SA = Strongly Agree, A = Agree, NA = Neither Agree nor Disagree,
D = Disagree SD = Strongly Disagree

44. There are enough people in this organization to successfully implement our quadrennial plan. SA A NA D SD

45. The people involved in the implementation of our quadrennial plan do not have the necessary skills to ensure its successful implementation. SA A NA D SD

46. The people involved in the implementation of our quadrennial plan have enough time available to devote to its successful implementation. SA A NA D SD

47. This organization does not have the right kind of equipment and facilities for the successful implementation of its quadrennial plan. SA A NA D SD

48. This organization has adequate money available for the successful implementation of its quadrennial plan. SA A NA D SD

Section IV

One of the recurring issues in the management of amateur sport organizations is how decisions are made and, consequently, where the balance of influence lies. We are interested therefore in how much influence particular committees and office holders **actually do have** in your organization in regards to the implementation of its quadrennial plan.

49. Please indicate the amount of influence the following committees or office holders have in your organization in regards to the implementation of your quadrennial plan by circling the appropriate numbers in the table below. The numbers mean

1 = Little or no influence, 2 = Some influence,
3 = Quite a bit of influence, 4 = A great deal of influence,
5 = A very great deal of influence.

COMMITTEE/ OFFICE HOLDER	ACTUAL INFLUENCE OVER THE IMPLEMENTATION OF THE QUADRENNIAL PLAN:				
Athletes Council	1	2	3	4	5
Athletes Representative	1	2	3	4	5
Board of Directors	1	2	3	4	5
Chairman of the Board of Directors	1	2	3	4	5
Coaching Certification Committee	1	2	3	4	5
Coaching Development Committee	1	2	3	4	5
Communication Coordinator	1	2	3	4	5
Competition Committee	1	2	3	4	5
Head Coach/High Performance Program Consultant	1	2	3	4	5
Manager of Domestic Programs	1	2	3	4	5
National Officials Committee	1	2	3	4	5
National Program Coordinator	1	2	3	4	5
National Team Program Committee	1	2	3	4	5
Planning Committee	1	2	3	4	5
President and Chief Executive Officer	1	2	3	4	5
Vice-Chairman of the Board of Directors	1	2	3	4	5
Others (please specify)____________	1	2	3	4	5
	1	2	3	4	5

The actual distribution of influence in your sport organization may be different from the influence that you feel particular committees and office holders **ought to have**. Consequently, please indicate **what you feel ought to be** the influence of the various committees and office holders within your organization in regards to the implementation and of its quadrennial plan.

50. Please indicate the amount of influence that you feel the following committees or office holders ought to have in organization in regards to the implementation of your quadrennial plan by circling the appropriate numbers in the table below. The numbers mean

1 = Little or no influence, 2 = Some influence, 3 = Quite a bit of influence,
4 = A great deal of influence, 5 = A very great deal of influence.

COMMITTEE/ OFFICE HOLDERS	WHAT DO YOU FEEL OUGHT TO BE THE INFLUENCE OF THE COMMITTEES AND ROLE HOLDERS IN REGARD TO THE IMPLEMENTATION OF THE QUADRENNIAL PLAN:				
Athletes Council	1	2	3	4	5
Athletes Representative	1	2	3	4	5
Board of Directors	1	2	3	4	5
Chairman of the Board of Directors	1	2	3	4	5
Coaching Certification Committee	1	2	3	4	5
Coaching Development Committee	1	2	3	4	5
Communication Coordinator	1	2	3	4	5
Competition Committee	1	2	3	4	5
Head Coach/High Performance Program Consultant	1	2	3	4	5
Manager of Domestic Programs	1	2	3	4	5
National Officials Committee	1	2	3	4	5
National Program Coordinator	1	2	3	4	5
National Team Program Committee	1	2	3	4	5
Planning Committee	1	2	3	4	5
President and Chief Executive Officer	1	2	3	4	5
Vice-Chairman of the Board of Directors	1	2	3	4	5
Others (please specify)_____________	1	2	3	4	5
	1	2	3	4	5

Section V

In any organization there are good and poor interpersonal and/or inter-unit relationships. We are interested in finding out about the nature of these relationships in your national sport organization. Please circle the response which corresponds most closely to your opinion.

EP = Extremely Poor, P = Poor, S = Satisfactory, G = Good, VG = Very Good

51.	In this organization, relations between volunteers and professional staff are	EP P S G VG
52.	In this organization, relations between various groups of volunteers are	EP P S G VG

53. In this organization, relations between technical personnel and administrative personnel are	EP P S G VG
54. In this organization, relations with Sport Canada are	EP P S G VG
55. In this organization, relations between geographic areas (e.g. East-West, Various Provinces) are	EP P S G VG

IF YOUR SPORT ORGANIZATION IS DIRECTLY INVOLVED WITH OTHER SINGLE SPORT NATIONAL SPORT ORGANIZATIONS PLEASE ANSWER THE NEXT QUESTION. If it is not involved with these type of groups, go directly to question #57.

56. In this organization, relations with other sport organizations, with which we have direct interaction are	EP P S G VG

Section VI

We would be grateful if you would supply the following personal information. We stress that your answers will be treated with the strictest confidence and you will remain completely anonymous. Could you please respond by checking the appropriate place, or writing in the correct response.

57. What is your sex? Male___ Female____

58. What is your age? _______Years

59. What is the title of the position you currently hold with your national sport organization? Please be as specific as possible.

____

____

____

60. In which area are your major responsibilities with your national sport organization? Please check only one area.

Technical_____
Administration_____
Coach_______
Official______
Competitive Athlete_____ (i.e. you are a competitive athlete)

61. Are you a volunteer or a professional staff member of your national sport organization?

Professional_____ Volunteer_______

62. How long have you been involved in an official capacity with your national sport organization (just include years at the national level)?

________ Years

63. In what city/town do you live? Please give the province if it is not apparent.

____

64. Were you ever an athlete, competing at the national level or above, in the sport with which this national organization is concerned?

Yes_____ No_____

Thank you very much for your time and cooperation. This page has been left blank so that you can, if you wish, make general comments on any issues relating to the workings of your national sport organization and its quadrennial plan which have not been adequately covered in this questionnaire.

For the english version of this questionnaire, please see the reverse side.

LA GESTION DES ORGANISMES NATIONAUX DE SPORT

Ce questionnaire comprend 6 parties. Chaque partie porte sur differents elements de votre role au sein de l'organisme national de sport et votre point de vue au sujet du fonctionnement de l'organisation. La plupart des questions peut etre repondue en encerclant ou en cochant la reponse choisie. Nous avons laisse de l'espace a la fin du questionnaire pour vos commentaires. S.V.P. ignorez les chiffres a la droite du questionnaire; ces chiffres ne representent pas les scores. Ils sont la pour faciliter l'analyse statistique du questionnaire. SOYEZ ASSURE QUE TOUTES LES REPONSES SERONT GARDEES CONFIDENTIELLES. TOUTES LES REPONSES SERONT AGGREGEES.

Partie I

Premierement, nous sommes interesses a connaitre vos attitudes envers un nombre d'elements presents au sein de votre organisme national de sport (par exemple: le processus de planification, le developpement du sport elite/de haute competition, les relations avec le gouvernement, et ainsi de suite). S.V.P. Encerclez la reponse qui vous convient le mieux.

FA=fortement d'accord A=en accord NA=ni en accord et ni en desaccord D=en desaccord FD=fortement en desaccord

1. La formulation de procede telle que contrat de personnel remunere, procede d'operations, directives pour programmes, etc., ne devrait pas etre une priorite pour notre organisation. FA A NA D FD

2. Les elements qui sont inclus dans le plan quadriennal seront tres utiles pour le developpement de notre organisation. FA A NA D FD

3. Je crois que les volontaires, agissant sans employes, ne sont plus suffisant pour maintenir l'operation de notre organisation. FA A NA D FD

4. Je crois que Sport Canada ne devrait pas etre implique dans le processus de planification et dans le developpement des programmes de notre organisation. FA A NA D FD

5. Le Programme quadriennal de planification a ete avantageux pour notre organisation. FA A NA D FD

6. Assurer le developpement d'athlete au niveau elite/de haute competition ne devrait pas etre une des responsabilites financieres majeures de notre organisation. FA A NA D FD

7. Je crois qu'il est tres important pour nous d'acquerir de l'aide de commanditaires. FA A NA D FD

8. La fonction primordiale de notre organisation devrait etre de produire des athletes pour la haute competition (par exemple: athletes elites au niveau national et international). FA A NA D FD

9. Des reunions frequentes et regulieres (comite executif, conseil d'administration) ne sont pas importantes pour l'operation de notre organisation. FA A NA D FD

10. Les elements inclus dans le plan quadriennal existent seulement pour apaiser les demandes des agences gouvernementales de subventionnement. FA A NA D FD

11. Je crois que l'embauchement du personnel remunere est essentiel si nous desirons ameliorer l'operation et les programmes de notre organisation. FA A NA D FD

12. Je ne crois pas que Sport Canada devrait avoir une implication continuelle et directe. FA A NA D FD

13. Je crois que notre organisation met beaucoup d'emphase sur le processus de planification quadriennal. FA A NA D FD

14. Dans notre sport, l'argent que nous pourrions recevoir de commanditaires ne vaut pas le temps ni l'effort que nous aurions a y mettre. FA A NA D FD

15. Une grande partie du temps investi par le personnel remunere et volontaires devrait etre consacree a l'administration du developpement des programmes elites/de haute competition. FA A NA D FD

16. Je crois qu'il est important d'appliquer des politiques et des procedes formellement ecrits pour notre notre organisation. FA A NA D FD

17. La structure et les systemes de notre organisation devraient etre ad hoc et informels plutot que d'etre structures et formels, afin de maximiser notre efficacite. FA A NA D FD

18. La majorite de notre plan quadriennal est simplement inutile et n'assistera pas notre organisation. FA A NA D FD

19. Le plan quadriennal que nous avons developpe comporte des attentes realistes pour notre organisation. FA A NA D FD

20. Je crois que l'embauche de personnel remunere a grandement beneficie le developpement de notre organisation. FA A NA D FD

21. Je crois que l'implication directe de Sport Canada n'est pas avantageuse au developpement des activites et des programmes de notre organisation. FA A NA D FD

22. Je crois que notre organisation est impliquee dans le Programme quadriennal de planification parce que c'est une facon de recevoir de l'argent du gouvernement. FA A NA D FD

23. Je crois que l'emergence de l'implication directe de Sport Canada dans un nombre croissant de domaines se rapportant a notre organisation, a grandement aide son developpement. FA A NA D FD

24. Le processus de planification quadriennal nous empeche d'allouer plus de temps sur des aspects plus important a l'operation de notre organisation. FA A NA D FD

25. Les commanditaires constituent un element important dans l'operation de notre organisme national de sport. FA A NA D FD

26. Je crois que la majorite des gens qui participe dans les programmes de notre organisation devraient le faire pour les aspects recreationels du sport et non pour le desir de devenir athlete elite/de haute competition. FA A NA D FD

27. Je ne crois pas que le personnel remunere est capable d'assister au developpement de l'organisation autant plus qu'un groupe de volontaires devoues. FA A NA D FD

28. Obtenir de l'argent d'un commanditaire signifie que notre organisation perd un peu de son autonomie. FA A NA D FD

Partie II

En ce moment les organismes nationaux de sport sont dans la phase d'implantation du plan quadriennal. Nous sommes interesses a savoir comment cette phase se deroule et fonctionne au sein de votre organisation. S.V.P. encerclez la reponse appropriee.

29. Est ce que votre organisation a un individu (personnel remunere ou volontaire) qui a comme fonction majeure de s'assurer de l'implantation du plan quadriennal?

Oui Non Je ne sais pas

30. Est ce que votre organisation a des reunions regulieres pour les **volontaires** afin de reviser le progres de l'implantation du plan quadriennal?

Oui Non Je ne sais pas

31. Est ce que votre organisation a des reunions regulieres pour le **personnel remunere** afin de reviser le progres de l'implantation du plan quadriennal.

Oui Non Je ne sais pas

32. Est ce que votre organisation a des reunions regulieres pour les **volontaires et le personnel remunere**, ensemble, afin de reviser le progres de l'implantation du plan quadriennal?

Oui Non Je ne sais pas

33. Est ce que votre organisation emet des rapports reguliers sur le progres de l'implantation du plan quadriennal?

Oui Non Je ne sais pas

34. Est ce que votre organisation a developpe des indicateurs de performance pour l'implantation du plan quadriennal?

Oui Non Je ne sais pas

35. **En fonction du processus de planification**, comment est ce que vous evalueriez l'expertise du groupe (volontaires et personnel remunere) qui s'occupe du l'implantation du plan quadriennal?

Basse	Moyennement basse	Moyenne	Moyennement elevee	Elevee

Le Programme quadriennal de planification a pour but d'adresser les questions de gestion dans les organismes nationaux de sport. Nous sommes interesses a connaitre vos opinions face a ces questions. S.V.P. indiquez votre point de vue envers les affirmations suivantes en soulignant la reponse qui vous convient le mieux.

36. Le Programme quadriennal de planification a (rationalise/ eu aucune influence sur/ ralenti) les activites de notre organisation.

37. Le Programme quadriennal de planification a (ameliore/ eu aucune influence sur/ empeche) l'identification des points forts et des points faibles de notre organisation.

38. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) a la collection logique et systematique d'information a propos de notre organisation.

39. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) au developpement d'un systeme general de planification pour l'organisation.

40. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) au developpement du sport elite.

41. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) a l'identification de questions cles.

42. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) a une revision complete de notre organisation.

43. Le Programme quadriennal de planification a (aide/ eu aucune influence sur/ nuit) a l'efficacite de notre organisation.

Partie III

Afin d'implanter des plans et de faire fonctionner efficacement un organisme national de sport, il est necessaire d'avoir certaines ressources (telles que ressources financieres, ressources humaines, ressources materielles et du temps). Nous sommes interesses a connaitre votre avis en ce qui concerne la convenance des ressources que possede votre organisation pour l'implantation du plan quadriennal. S.V.P. encerclez la reponse qui vous convient le mieux.

FA=fortement d'accord A=en accord NA=ni en accord et ni en desaccord D=en desaccord FD=fortement en desaccord

44. Il y a suffisament d'individus dans notre organisation pour implanter efficacement notre plan quadriennal. FA A NA D FD

45. Les individus impliques dans l'implantation de notre plan quadriennal n'ont pas les habiletes necessaires pour assurer l'implantation efficace du plan. FA A NA D FD

46. Les individus impliques dans l'implantation de notre plan quadriennal ont assez de temps disponible pour investir dans l'implantation efficace du plan.
FA A NA D FD

47. Notre organisation n'a pas les ressources materielles necessaires pour l'implantation efficace du plan quadriennal. FA A NA D FD

48. Notre organisation a assez de ressources financieres disponibles pour l'implantation efficace du plan quadriennal. FA A NA D FD

Partie IV

Une des questions qui semble se repeter dans la gestion des organismes nationaux de sport est la facon dont certaines decisions sont prises et, consequemment ou se trouve l'equilibre de l'influence. Nous sommes interesses a connaitre le degre d'influence que les comites et les detenteurs de positions **ont actuellement**, au sein de votre organisation face au processus d'implantation du plan quadriennal.

49. S.V.P. indiquez le degre d'influence que les comites et detenteurs de positions ont a l'interieur de votre organisation en rapport a la phase d'implantation du plan quadrennial, en encerclant le chiffre approprie. Les chiffres signifient:

1: tres peu ou pas d'influence 2: quelque peu d'influence 3: une certaine quantite d'influence 4: une grande quantite d'influence 5: une tres grande quantite d'influence

Comites/Detenteurs de positions	**Degre actuel d'influence en rapport a l'implantation du plan quadriennal**				
Conseil des athletes	1	2	3	4	5
Representant pour athletes	1	2	3	4	5
Conseil de direction	1	2	3	4	5
'Directeur' du conseil de direction	1	2	3	4	5
Comite de certification des entraineurs	1	2	3	4	5
Comite de developpement des entraineurs	1	2	3	4	5
Coordonnateur de communication	1	2	3	4	5
Comite de competition	1	2	3	4	5
Entraineur en chef/Conseiller pour programmes de haute performance	1	2	3	4	5
Gerant des programmes domestiques	1	2	3	4	5
Comite national des officiels	1	2	3	4	5
Coordonnateur du programme national	1	2	3	4	5
Comite des programmes de l'equipe nationale	1	2	3	4	5
Comite de planification	1	2	3	4	5
President et agent administrateur en chef	1	2	3	4	5
'Vice-directeur' du conseil de direction	1	2	3	4	5
Autres(S.V.P. specifiez)_____________	1	2	3	4	5
	1	2	3	4	5

50. S.V.P. indiquez le degre d'influence que les comites et les detenteurs de positions suivants devraient avoir au sein de votre organisation en rapport a la phase d'implantation du plan quadriennal en encerclant le chiffre approprie. Les chiffres signifient:

1: tres peu ou pas d'influence 2: quelque peu d'influence 3: une certaine quantite d'influence 4: une grande quantite d'influence 5: une tres grande quantite d'influence

La distribution actuelle d'influence au sein de votre organisation est peut-etre differente de l'influence que, d'apres votre jugement, certains comites et detenteurs de positions devraient avoir. Consequemmment, S.V.P. indiquez votre point de vue a ce qui a trait au degre d'influence que **devraient avoir** les comites et les detenteurs de positions face a la phase d'implantation du plan quadriennal au sein de votre organisation.

Comites/Detenteurs de positions	**D'apres vous quel degre d'influence devrait-il exister en rapport a l'implantation du plan quadriennal ?**				
Conseil des athletes	1	2	3	4	5
Representant pour athletes	1	2	3	4	5
Conseil de direction	1	2	3	4	5
'Directeur' du conseil de direction	1	2	3	4	5
Comite de certification des entraineurs	1	2	3	4	5
Comite de developpement des entraineurs	1	2	3	4	5
Coordonnateur de communication	1	2	3	4	5
Comite de competition	1	2	3	4	5
Entraineur en chef/Conseiller pour programmes de haute performance	1	2	3	4	5
Gerant des programmes domestiques	1	2	3	4	5
Comite national des officiels	1	2	3	4	5
Coordonnateur du programme national	1	2	3	4	5
Comite des programmes de l'equipe nationale	1	2	3	4	5
Comite de planification	1	2	3	4	5
President et agent administrateur en chef	1	2	3	4	5
'Vice-directeur' du conseil de direction	1	2	3	4	5
Autres(S.V.P. specifiez)_____________	1	2	3	4	5
	1	2	3	4	5

Partie V

Dans n'importe quel organisation, il y a de bonnes et mauvaises inter-relations personnelles et/ou inter-relations entre departement. Nous sommes interesses a determiner la nature de ces relations au sein de votre organisation. S.V.P. encerclez la reponse qui decrit le mieux vos opinions.

EF: extremement faible   F: faible   S: satisfaisant   B: bon
TB: tres bon

51. Dans notre organisation, les relations entre les volontaires et le personnel remunere sont: EF F S B TB

52. Dans notre organisation, les relations entre les divers groupes de volontaires sont: EF F S B TB

53. Dans notre organisation, les relations entre le personnel remunere s'occupant du cote technique et le personnel remunere s'occupant du cote administratif sont: EF F S B TB

54. Dans notre organisation, les relations avec Sport Canada sont: EF F S B TB

55. Dans notre organisation, les relations entre les regions geographiques (par exemple: Est/Ouest, differentes provinces) sont: EF F S B TB

Si votre organisation est directement implique avec d'autres organismes nationaux de sport (organismes en charge d'un seul sport), S.V.P. repondez a la question suivante. Si ce n'est pas le cas, passez a la question #57.

56. Dans notre organisation, les relations avec d'autres organismes nationaux de sport avec lequel vous etes directement en interaction, sont: EF F S B TB

Partie VI

Nous apprecierions grandement si vous pouviez repondre aux questions suivantes. Vos reponses seront gardees confidentielles. S.V.P. repondez en cochant a l'endroit approprie ou en inscrivant la reponse.

57. Quel est votre sexe? Male____ Femelle____

58. Quel est votre age? _____ ans

59. Quel est le titre du poste que vous occupez actuellement au sein de votre organisation. S.V.P. soyez aussi specifique que vous le pouvez.

____

____

____

60. Dans quel domaine se trouve vos responsabilites majeures au sein de votre organisation. S.V.P. cochez seulement un domaine.

Technique______________
Administratif__________
Entrainement___________
Juge/Arbitre/Officiel____
Athlete________________ (vous etes presentement un athlete qui fait de la competition)

61. Est ce que vous etes volontaire ou un membre du personnel remunere de votre organisme national de sport?

volontaire_____ personnel remunere_____

62. Depuis combien de temps avez vous ete implique, dans ces fonctions, au sein de votre organisme national de sport (incluez seulement les annees impliquees au niveau national)?

_____ annees

63. Dans quelle ville (ou region) demeurez-vous? S.V.P. incluez la province si ce n'est pas evident.

____

____

64. Est ce que vous avez deja ete un(e) athlete qui a participe a des competitions nationales et/ou internationales dans le sport que votre organisation a comme responsabilite.

Oui_____ Non_____

Merci beaucoup pour votre temps et votre cooperation. Cette page a ete reservee pour vos commentaires. Veuillez elaborer ou traiter des aspects generaux, a votre choix, en ce qui concerne le fonctionnenment de votre organisme national de sport et l'implantation du plan quadriennal.

Appendix B Letter Requesting Organizational Information

University of Alberta
Edmonton
Canada T6G 2H9

Department of
Physical Education and Sport Studies
P-421 Universiade Pavilion
Van Vliet Physical Education and Recreation Centre

October 2, 1986

<first> <last>
<street>
<city>
<postal code>

Dear <first>:

We are writing in regard to a study with which we are currently involved under the auspices of the Sport Canada Applied Research Program. The purpose of the study is to investigate the implementation and management of the quadrennial planning program in National Sport Organizations. We have already collected, with the help of Sport Canada and the National Sport Organizations, a considerable amount of data. However, in order to widen our data base we are attempting to gain information about quadrennial planning from a number of the individuals in your organization. The information will be collected by means of a questionnaire survey which will be sent to both professional staff and volunteers. In order to administer this questionnaire we need to know the names and addresses of a number of people in your organization. To this end, we would ask your cooperation with the following:

1. Could you look at the enclosed list of professional staff members which the National Sport and Recreation Centre (NSRC) Directory lists as being employed by your organization. Could you then place a check mark (✓) by those who are still employed by your organization, cross out the name(s) of those (if any) who for some reason are no longer employed by your organization and write in the name, title and address of any other professional staff members who work for your organization but who do not appear on the list.

2. Could you please send us the names and addresses of each current member of your board of directors.

3. Could you please send the names and addresses of any other members of your organization who would be knowledgeable about the implementation and management of your quadrennial plan but whose names do not appear in 1. or 2. above.

4. Finally, we would like to have a list of all the committees and major organization sub-units (e.g., finance committee, technical committee, coaches association, etc.) within your organization.

....2

I can not stress enough how helpful this information will be to us with our study. I realize that you are extremely busy and appreciate your cooperation with this request. If you have any questions please do not hesitate to contact us or Dr. Sue Neill at Sport Canada.

Thank you once again.

Yours Sincerely,

Trevor Slack, Ph.D.,
Associate Professor
Department of Physical Education
and Sport Studies

C.R. Hinings,
Professor
Department of
Organizational Analysis

TS/pe
Encl.

Appendix C List of the National Sport Organizations

APPENDIX C

LIST OF NATIONAL SPORT ORGANIZATIONS

Alpine Ski (CANADIAN SKI ASSOCIATION)
Archery (FEDERATION OF CANADIAN ARCHERS INC)
Basketball (men) (BASKETBALL CANADA)
Basketball (women) (BASKETBALL CANADA)
Biathlon Ski (CANADIAN SKI ASSOCIATION)
Bobsleigh & Luge (CANADIAN AMATEUR BOBSLEIGH AND LUGE ASSOCIATION)
Boxing (CANADIAN AMATEUR BOXING ASSOCIATION)
Canoe (CANADIAN CANOE ASSOCIATION)
Cross Country Ski (CANADIAN SKI ASSOCIATION)
Cycling (CANADIAN CYCLING ASSOCIATION)
Diving (CANADIAN AMATEUR DIVING ASSOCIATION)
Fencing (CANADIAN FENCING ASSOCIATION)
Field Hockey (men) (CANADIAN FIELD HOCKEY ASSOCIATION)
Field Hockey (women) (CANADIAN WOMEN FIELD HOCKEY ASSOCIATION)
Figure Skating (CANADIAN FIGURE SKATING ASSOCIATION)
Gymnastics (men) (CANADIAN GYMNASTICS FEDERATION)
Gymnastics (women) (CANADIAN GYMNASTICS FEDERATION)
Judo (JUDO CANADA)
Nordic Combined (CANADIAN SKI ASSOCIATION)
Rowing (CANADIAN AMATEUR ROWING ASSOCIATION)
Rhythmic Gymnastics (CANADIAN RHYTHMIC SPORTIVE GYMNASTICS FEDERATION)
Shooting (SHOOTING FEDERATION OF CANADA)
Ski Jumping (CANADIAN SKI ASSOCIATION)
Soccer (CANADIAN SOCCER ASSOCIATION)
Speed Skating (CANADIAN AMATEUR SPEED SKATING ASSOCIATION)
Swimming (CANADIAN AMATEUR SWIMMING ASSOCIATION)
Synchronized Swimming (SYNCHRO CANADA)
Table Tennis (CANADIAN TABLE TENNIS ASSOCIATION)
Team Handball (CANADIAN TEAM HANDBALL FEDERATION)
Track & Field (CANADIAN TRACK & FIELD ASSOCIATION)
Volleyball (CANADIAN VOLLEYBALL ASSOCIATION)
Water Polo (CANADIAN WATER POLO ASSOCIATION)
Weightlifting (CANADIAN WEIGHTLIFTING FEDERATION)
Wrestling (CANADIAN AMATEUR WRESTLING ASSOCIATION)
Yachting (CANADIAN YACHTING ASSOCIATION)

Appendix D National Sport Organizations, Sample Size, and Response Rate

APPENDIX D
NATIONAL SPORT ORGANIZATIONS, SAMPLE SIZE AND RESPONSE RATE PERCENTAGE

National Sport Organizations	Sample Size	Response Rate Percentage
Alpine Ski (CANADIAN SKI ASSOCIATION)	26	73%
Archery (FEDERATION OF CANADIAN ARCHERS INC)	14	86%
Basketball (men) (BASKETBALL CANADA)	13	85%
Basketball (women) (BASKETBALL CANADA)	14	79%
Biathlon Ski (CANADIAN SKI ASSOCIATION)	18	61%
Bobsleigh & Luge (CANADIAN AMATEUR BOBSLEIGH AND LUGE ASSOCIATION)	22	91%
Boxing (CANADIAN AMATEUR BOXING ASSOCIATION)	10	60%
Canoe (CANADIAN CANOE ASSOCIATION)	18	72%
Cross Country Ski (CANADIAN SKI ASSOCIATION)	17	65%
Cycling (CANADIAN CYCLING ASSOCIATION)	19	79%
Diving (CANADIAN AMATEUR DIVING ASSOCIATION)	21	81%
Fencing (CANADIAN FENCING ASSOCIATION)	15	93%
Field Hockey (men) (CANADIAN FIELD HOCKEY ASSOCIATION)	14	64%
Field Hockey (women) (CANADIAN WOMEN FIELD HOCKEY ASSOCIATION)	17	82%
Figure Skating (CANADIAN FIGURE SKATING ASSOCIATION)	24	67%
Gymnastics (men) (CANADIAN GYMNASTICS FEDERATION)	13	85%
Gymnastics (women) (CANADIAN GYMNASTICS FEDERATION)	13	77%
Judo (JUDO CANADA)	21	86%
Nordic Combined (CANADIAN SKI ASSOCIATION)	11	82%
Rowing (CANADIAN AMATEUR ROWING ASSOCIATION)	23	87%
Rhythmic Gymnastics (CANADIAN RHYTHMIC SPORTIVE GYMNASTICS FEDERATION)	11	82%
Shooting (SHOOTING FEDERATION OF CANADA)	21	76%
Ski Jumping (CANADIAN SKI ASSOCIATION)	15	93%
Soccer (CANADIAN SOCCER ASSOCIATION)	18	89%
Speed Skating (CANADIAN AMATEUR SPEED SKATING ASSOCIATION)	17	65%
Swimming (CANADIAN AMATEUR SWIMMING ASSOCIATION)	24	83%
Synchronized Swimming (SYNCHRO CANADA)	17	100%
Table Tennis (CANADIAN TABLE TENNIS ASSOCIATION)	20	75%
Team Handball (CANADIAN TEAM HANDBALL FEDERATION)	13	92%
Track & Field (CANADIAN TRACK & FIELD ASSOCIATION)	22	77%
Volleyball (CANADIAN VOLLEYBALL ASSOCIATION)	16	88%
Water Polo (CANADIAN WATER POLO ASSOCIATION)	23	87%
Weightlifting (CANADIAN WEIGHTLIFTING FEDERATION)	9	89%
Wrestling (CANADIAN AMATEUR WRESTLING ASSOCIATION)	28	89%
Yachting (CANADIAN YACHTING ASSOCIATION)	19	89%

Appendix E First Set of Covering Letters (English and French)

University of Alberta
Edmonton

Canada T6G 2H9

Department of
Physical Education and Sport Studies

P-421 Universiade Pavilion
Van Vliet Physical Education and Recreation Centre

November 13, 1986

La version francaise de cette lettre est ci-jointe.

<first> <last>
<street>
<city>
<postal code>

Dear <first>:

Over the period of the past eighteen months we have been involved in an ongoing study of the Quadrennial Planning Program. The study is funded by the Sport Canada Applied Research Program. Specifically our study is concerned with the process of plan implementation in National Sport Organizations. We have already collected, with the help of Sport Canada and the National Sport Organizations, a considerable amount of data on this topic. However, in order to widen our data base we are attempting to gain information about quadrennial planning from a large number of people involved with this process in the National Sport Organizations. Therefore, we would like to enlist your help by asking that you complete the enclosed questionnaire and return it to us in the stamped addressed envelope which we have provided.

We would like to stress that the data you provide us with will be confidential, that only aggregate data will be reported and at no time will any individuals be identified. We would also stress that your response is very important to our study and we appreciate you taking the time to help us. If you have any questions about our study please do not hesitate to contact us. Thank you for your help.

Yours sincerely,

Trevor Slack,
Associate Professor
Department of Physical Education
and Sport Studies

Bob Hinings
Professor
Department of Organizational Analysis

TS/pe
Encl.

University of Alberta
Edmonton

Department of
Physical Education and Sport Studies

Canada T6G 2H9

P-421 Universiade Pavilion
Van Vliet Physical Education and Recreation Centre

12 novembre 1986

The English version of this letter is enclosed.

<first> <last>
<street>
<city>
<postal code>

Cher(e) <first>:

Depuis les derniers dix-huit mois, nous avons ete implique dans une etude du Programme de planification quadriennal. Cette etude est subventionnee par le programme de financement de la recherche appliquee dans le sport (Sport Canada). La recherche porte sur le processus d'implantation du plan quadriennal a l'interieur des organismes nationaux de sport. Nous avons a present, compile plusieurs donnees a ce sujet grace a l'aide de Sport Canada et des organismes nationaux de sport. Toutefois, de facon a augmenter nos connaissances, nous essayons de recueillir de l'information concernant le plan quadriennal d'un grand nombre d'individus impliques dans ce processus au sein des organismes nationaux de sport. Puisque vous avez ete identifie comme etant implique et connaissant au sujet du processus de planification quadriennal, nous aimerions demander votre aide. Auriez-vous l'obligeance de repondre au questionnaire et nous le retourner dans l'enveloppe, adressee ci-inclus.

Soyez assure que toute l'information fournie sera gardee confidentielle. De plus, toutes les donnees seront aggregees donc personne sera identifiee. Vos reponses au questionnaire sont primordiales a notre recherche; nous apprecions grandement l'aide que vous nous apportez en prenant le temps de remplir le questionnaire. Si vous avez des questions au sujet de notre etude, s'il vous plait, n'hesitez pas a nous communiquer.

Dans l'attente de vos reponses, veuillez agreer l'expression de nos sentiments les plus distingues.

Bob Hinings
Professeur
Departement d'Analyse
Organisationnelle

Trevor Slack
Professeur Agrege
Departement d'Education physique
et d'Etudes sportives

TS/pe

Appendix F Reminder Postcard

Dear________.

In the week of _________, we sent you a questionnaire in regards to the implementation process of the quadrennial plan in your national sport organization ________.

To date, we have not received your response. We would like to ask you to fill out the questionaire and return it in the self-addressed stamped envelope that was provided. If you have already answered the questionnaire, please accept our thanks. If for some reason, you have not received the questionnaire, please let us know and we will send you another immediately. Your response is extremely important to our study, so we would appreciate your cooperation.

In anticipation of your response, please accept our thanks.

Yours Sincerely,

Trevor Slack,
Associate Professor
Department of Physical Education and Sport Studies

Cher(e)________.

Durant la semaine du _________, nous vous avons envoyé un questionnaire concernant le processus d'implantation du plan quadriennal à l'intérieur de votre organisme national de sport ________.

Jusqu'à date, nous n'avons pas reçu vos réponses à ce questionnaire. Nous aimerions vous demander de remplir le questionnaire et de nous l'envoyer dans l'enveloppe fournie à cette fin. Si vous avez déjà répondu au questionnaire, veuillez acceptez nos remerciements. Si vous n'avez pas reçu le questionnaire, S.V.P. laissez nous le savoir et nous vous en envoverons un immédiatement. Vos réponses sont très importantes pour notre étude.

Dans l'attente de vos réponses, veuillez aggréer nos sentiments les plus distingués. Merci beaucoup pour votre coopération.

Sincèrement,

Bob Hinings,
Professeur
Département d'Analyse Organisationelle

UNIVERSITY OF ALBERTA

Appendix G Second Set of Covering Letters (English and French)

University of Alberta
Edmonton
Canada T6G 2H9

Department of
Physical Education and Sport Studies
P-421 Universiade Pavilion
Van Vliet Physical Education and Recreation Centre

April 14, 1987

La version francaise de cette lettre est ci-jointe.

<first> <last>
<street>
<city>
<postal code>

Dear <first>;

Over the period of the past eighteen months we have been involved in an ongoing study of the Quadrennial Planning Program. The study is funded by the Sport Canada Applied Research Program. Specifically our study is concerned with the process of plan implementation in National Sport Organizations. We have already collected, with the help of Sport Canada and the National Sport Organizations, a considerable amount of date on this topic. However, in order to widen our data base we are attempting to gain information about quadrennial planning from a large number of people involved with this process in the National Sport Organizations.

Last February, 1987 we sent you a questionnaire regarding the implementation of the quadrennial plan within your NSO. Our records indicate that we have not yet received your response to this questionnaire. We have therefore included a copy of the questionnaire along with this letter.

We would greatly appreciate it if you could take the time to answer the questionnaire and return it in the stamped addressed envolope which we provided.

We would like to stress that the data you provide us with will be confidential, that only aggregate data will be reported and at no time will any individuals be identified. We would also stress that your response is very important to our study and we appreciate you taking the time to help us. If you have any questions about our study please do not hesitate to contact us. Thank you for your help.

Yours sincerely,

Bob Hinings
Professor
Department of Organizational
Analysis

Trevor Slack,
Associate Professor
Department of Physical Education
and Sport Studies

TS/pe
Encl.

University of Alberta
Edmonton
Canada T6G 2H9

Department of
Physical Education and Sport Studies
P-421 Universiade Pavilion
Van Vliet Physical Education and Recreation Centre

14 Avril 1987

The English version of this letter is enclosed.

<first> <last>
<street>
<city>
<postal code>

Cher(e) <first>:

Depuis les derniers dix-huit mois, nous avons ete implique dans une etude du Programme de planification quadriennal. Cette etude est subventionnee par le programme de financement de la recherche appliquee dans le sport (Sport Canada). La recherche porte sur le processus d'implantation du plan quadriennal a l'interieur des organismes nationaux de sport. Nous avons a present, compile plusieurs donnees a ce sujet grace a l'aide de Sport Canada et des organismes nationaux de sport. Toutefois, de facon a augmenter nos connaissances, nous essayons de recueillir de l'information concernant le plan quadriennal d'un grand nombre d'individus impliques dans ce processus au sein des organismes nationaux de sport.

Durant le mois de Fevrier 1987 nous vous avons envoye un questionnaire au sujet de l'implantation du plan quadriennal a l'interieur de votre organisme national de sport. D'apres nos dossiers, nous n'avons pas recu vos reponses a ce questionnaire. Donc, nous avons inclu une copie de ce questionnaire avec cette lettre.

Nous apprecierions grandement, si vous pouviez repondre au questionnaire et le retourner dans l'enveloppe adressee ci-inclus.

Soyez assure que toute l'information fournie sera gardee confidentielle. De plus, toutes les donnees seront aggregees donc personne sera identifiee. Vos reponses au questionnaire sont primordiales a notre recherche; nous apprecions grandement l'aide que vous nous apportez en prenant le temps de remplir le questionnaire. Si vous avez des questions au sujet de notre etude, s'il vous plait, n'hesitez pas a nous communiquer.

Dans l'attente de vos reponses, veuillez agreer l'expression de nos sentiments les plus distingues.

Bob Hinings
Professeur
Departement d'Analyse
Organisationnelle

Trevor Slack
Professeur Agrege
Departement d'Education physique
et d'Etudes sportives

TS/pe